

The relationship between corporate social responsibility (CSR)

and human resource management (HRM):

A study of multinational companies (MNCs) and supply chain

companies in the Thai automobile industry

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ABSTRACT

The relationship between corporate social responsibility (CSR) and human resource management (HRM): A study of multinational companies (MNCs) and supply chain companies in the Thai automobile industry

The automobile industry in Thailand began to receive government support in 1960s (TAPMA, 2014). By 2012, the industry in Thailand had been developed to such an extent that it now stands within the top ten locations for car manufacturers in the world (Pisitpattanapong, 2012). However, the path to this accomplishment, though widely supported, has also been beset by a multitude of challenges. Some multinational companies and supplier companies within the industry claim to have addressed pressing environmental and social problems. Such problems, left unchecked, have the potential to obstruct the development of the automobile industry in terms of efficiency, production technology, raw material imports, and workforce challenges, and especially in attracting and developing skilled labourers and engineers.

This thesis addresses the workforce challenges, which fall under the responsibility of the human resource management (HRM) departments. This study examines the nature of the existing HRM departments in the industry, and their practices, as well as current understanding of key players at companies concerning the connections between the HRM department and corporate social responsibility (CSR) in the industry. The research questions, for empirical research, were framed as follows:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?

- What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?
- What is the role of CSR in HR department of companies operating in Thailand?

This means that alternative HRM functions and roles and CSR theories, especially concerning social issues, are used as part of the theoretical base for this study. HRM functions, activities, and roles help to explain the position of car companies as regards the relationship between CSR (in terms of human beings) and company benefits, with resources being critical in the purpose of the balance between people satisfaction and company profits. Moreover, one significant purpose of this study is also compare the relationship between CSR and HRM as currently practised and how it is understood at domestic and multinational companies.

The study was both quantitative and qualitative, and involved interviews with and surveys of employees in the different automobile companies that comprise the industry in Thailand (car manufacturers, auto part companies). Participants consisted of both supplier companies and multinational companies.

The gathered quantitative and qualitative data was analysed via thematic analysis, with the aim of finding out how the responses provided by respondents could provide insights into their perceptions, experiences and actions to explain related phenomena.

The objective of this thesis is to utilise CSR in the HRM model, whereby the HRM department can implement CSR in their functions, activities and roles. For the varying objectives that can be achieved as outcomes, certain methods are applied appropriately to explain the relationships between human

resource management and CSR. This model is clarified through interview transcripts, questionnaires, data from company websites, CSR reports, sustainability reports, and annual reports, which influence these relationships as reflected by the different features of these resources.

The findings show that such dynamic relationships are also established by the management teams through the CSR activities undertaken by the automobile companies operating in Thailand. Thus, CSR is often viewed in the country by human resource management departments as consisting of social requirements. The study asserts that the definition and identification of CSR in human resource management should not be based on their relationships with the firm, but on their CSR activity relationships with society and its resources. This should be considered the most important point.

This study makes significant contributions to knowledge, especially in relation to the advancement of human resource management and CSR debate and theory. However, the study also highlights the different challenges and complexities of managing human forces in companies that might not be directly related to CSR due to internal constraints or differing perceptions of their place in society. Insight into these situations also provides valuable information for companies wishing to deploy management visions, HRM strategies, regulations, and CSR awareness among human resource staff.

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Chapter 1

Introduction

1.1 Background of the Study

Corporate social responsibility (CSR) concerns the balancing of economic, social and environmental objectives in company operations (Knopf and Mayer-Scholl, 2015; Dahlsrud, 2008; Hopkin, 2003; WBCSD, 2000). According to previous studies and global trends, governments and the media are especially concerned with the environmental and social problems that motivate many organisations to take action on CSR (Gangone and Ganescu, 2014; Dupont, Ferauge, and Giuliano, 2013; Kim and Scullion 2013). Blasco *et al.* (2017) report that 93 % of the world's 250 largest companies by revenue based on the Fortune 500 ranking as of 2016 published CSR in their reports (Benn and Bolton, 2011). This is because large MNCs are expected to be transparent with their stakeholders including investors, customers, government, employees, suppliers, the media and communities (Clarkson, 1995). These stakeholders are those with a relationship with the company which reinforces the company's reputation and interests (Gautam and Singh, 2010; Sweeney and Coughlan, 2008). CSR is a formal concept delineating the relationship between society and organisations (Knopf and Mayer-Scholl, 2015; Dahlsrud, 2008) from different perspectives such as business ethics, corporate citizenship, the triple bottom line and sustainability (Dahlsrud, 2008; Elkington, 1998; Carroll, 1999; Bowen, 1953). It is evident that CSR is becoming an increasingly embedded concept practiced by several companies focusing on corporate responsibilities towards society and the environment and long term goals such as creating sustainability, rather than short-term goals such as monetary outcomes (Laasch and Conaway, 2015; Chen, 2005). Therefore, at the heart of the CSR concept is the desire to integrate environmental and social concerns with the financial aspect of organisations.

Human Resource Management (HRM) is known as “the management of people at work” (Wilkinson *et al.*, 2016, p.7). This focuses on the management of human capital to achieve competitive advantage and better company performance (Storey, 1995). HRM relates to a variety of human activities, such as recruitment and selection, reward, development, remuneration, appraisal and communications (Armstrong, 2012), and, “involves all management decisions and actions that affect the relationship between employees and the organisation” (Beer *et al.*, 1984, p1). The scope of HRM particularly focuses on the wellbeing of employees, and employee engagement through a synergistic set of employment policies, practices and programmes (Ulrich and Brockbank, 2005; Bratton and Jeffery, 2003).

Based on the above discussion CSR can be considered a management level concept with a societal aspect; on the other hand, human resource management (HRM) is an organisational management-oriented concept. CSR and HRM have different concepts in organisational theory and practices; however, the two are related. HRM is often used as a tool for CSR implementation, as Boxall *et al.* (2007) pointed out in their study. HRM assimilates a huge number of employee activities (Marchington and Wilkinson, 2012; Martin and Fellenz, 2010; Hitchcock and Willard, 2009) which not only involve employees inside the organisation’s work environment, but also display responsibility towards stakeholder requirements, and to all employees worldwide (Cohen, 2011; Ulrich *et al.*, 2009). The common linking theme between CSR and HRM is the employee (Brammer *et al.*, 2006). It is acknowledged that HRM functions from strategic to operational practices helping employees reach and manage a company’s competitive advantage (Bratton and Jeffery, 2003). CSR is closely linked to environmental, social and economic aspects which relate to employee practices. This is because employees are the actors who participate in the CSR activities as representatives of the organisation,

and employees are the internal stakeholders of CSR inside companies and this concerns the social aspect. That is to say, CSR and HRM are closely intertwined. Furthermore, it is frequently proposed that HRM is unavoidable in CSR implementation because CSR implementation depends on the way it is integrated in the company, particularly through the company's culture and employees' behaviour (Morgeson *et al.*, 2013, Basu and Palazzo, 2008). Consequently, the integration of CSR in an organisation influences the boundaries of HRM functions (Lockwood, 2004) and CSR is strongly linked with employee-related practices which come under the scope of HRM. CSR principles such as human rights, labour rights, equity, and discrimination are related to HRM practices such as employee wellbeing, quality of working life, and work life balance. HRM is thus a key success factor for CSR. Although HRM is integral to and plays an important function in implementing CSR, thereby helping to develop employees' employment conditions and living environment (Schwartz and Tilling, 2009), there has been little research investigating the relationship between CSR and HRM (Bucicuniene and Kazlauskaite, 2012). It is often the case HR staff remain unaware of how much can be done to develop CSR within the organisation (Ogbechie *et al.*, 2016; Phillips and Phillips, 2012; Sachdev, 2011; Cohen, 2011; Bolton *et al.*, 2011; Gond *et al.*, 2010; Lam and Khare, 2010). Some researchers (Cohen, 2011; Bolton *et al.*, 2011; Gond *et al.*, 2010) have attempted to describe the roles of HR in CSR and sustainability. Three such roles have been explored in terms of CSR: strategic partners, leadership, and educators (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Lam and Khare, 2010; Cohen *et al.*, 2012). The CSR concept is manifested through the organisation and its strategies, with the strategic partners role designed to communicate and promote CSR strategies. Leadership and educator roles are designed to support innovative CSR practices and programmes, such as training, learning, and development programmes, which are designed for

employee wellbeing and supporting employee engagement and CSR practices, such as encouraging employees to engage with CSR voluntary activities.

Various research gaps have been identified within the published literature. Few studies discuss the relationship between CSR and HRM and the factors affecting the linkage of CSR principles with HRM practices (Gond *et al.*, 2011), the role of HR in CSR (Wirttenberg *et al.*, 2007; Lockwood, 2004), and CSR and the relationship between CSR implementation and sustainable HRM (Mazur, 2014; Boudreau and Ramstad, 2005; Schuler and Jackson, 2005; Mariappanadar, 2003). Significantly, the relationship between CSR and HRM along the supply chain has not been adequately explored; especially in developing countries (Feng *et al.*, 2017; Miller, 2012; Bryson, Ebbinghaus and Visser, 2011; Pillay, 2007; Rubery *et al.*, 2002). This is because supply companies often do not know how to integrate CSR issues into their business routines and HRM practices. All multinational companies have used CSR strategies to build a positive image for the stakeholders. Consequently, the networks of companies perform the relationship between suppliers, manufacturers, customers, and distributors in a product or service value chain (Michalski *et al.*, 2018). It is important to supply chain companies that CSR be managed in their business operations.

Notably, the automobile industry is a huge industry that involves different types of companies such as MNCs and local companies throughout its supply chain. From the CSR perspective, companies' and manufacturers' operations and the product lifecycles of the automobile industry can be detrimental to environmental and social stewardship. Moreover, there has been limited focus on CSR as implemented in HRM fields. This is because HR staff do not distinguish the degree to which they can develop CSR in an organisation (Sachdev, 2011; Lam and Khare, 2010; Rimanoczy and Pearson, 2010; Hitchcock and Willard, 2009). Finally, studies on the relationship between CSR and HRM have mostly been conducted

in western countries but unfortunately in Asia, especially in developing countries, it remains under-researched (Kauppi and Hannibal, 2017; Chapple and Moon, 2005). As there is inadequate research focusing on the relationship between CSR and HRM, this research attempts to contribute to the understanding of how CSR principles can be achieved through the use of HRM practices, and what factors influence their relationship. This identifies areas for further study in the fields of CSR and HRM. This is because some literature (Gond *et al.*, 2011; Cohen, 2010; Wirtenberg *et al.*, 2007; Lockwood, 2004) suggests that CSR should start from inside the organisation by embedding it within HRM practices as employment practices in order to develop sustainable HRM. It is expected that the results of the research will develop the understanding of the relationship between CSR and HRM.

1.2 Scope of the Study

The study aims to examine the nature of the relationship between CSR and HRM as practiced by corporate executives (CEOs) and human resource managers (HRM managers) in supply chain management. This is because supply chain companies' and MNCs' operations and product lifecycles can harmfully affect environmental and social stewardship in the automobile industry. The adoption of CSR by supply chain companies in developing countries can result in an optimism to improve industry standards and resolve social and environmental issues. From this perspective, the issue of consequences, MNCs integrating CSR into formal supply chain companies, is increasingly being measured to establish the contribution to society and the responsible practices. The supply chain, to clarify, refers to the alignment of all production, operation and distribution functions and processes among the companies involved. The supply chain is a complex network with an enormous number of interactions, from the raw materials to the consumer (Laasch and Conaway, 2015). This research used a database of supply chain companies in the automobile industry in Thailand. In order to frame the

research context, it should be noted that the automobile industry in Thailand has been engaged in supply chain management as a supply chain hub within ASEAN (Association of Southeast Asian Nations). The automobile industry in Thailand was chosen based on its role as the top producing industry in the country, with both MNCs and local companies operating within this industry. Companies, such as Toyota, BMW, and Nissan, were chosen because they can act as representative samples of MNCs operating in Thailand, as well as their supply chains, which comprise local companies. MNCs can also be representative of companies which have already implemented CSR in HRM functions. On the other hand, the local companies are illustrative of supply chain companies were pressured by MNCs to implement CSR. From the CSR perspective, it is not merely a few companies that face responsibility for their own actions but also the CSR practices of all those within the supply chain. This is because supply chain companies' and manufacturers' operations and product lifecycles can adversely affect environmental and social stewardship (Martinuzzi *et al.*, 2011). According to Martinuzzi *et al.* (2011), automotive industry CSR, especially in environmental management systems, is usually acknowledged and practised through CSR activities. Again, this is due to supply chain companies' and manufacturers' operations and product lifecycles proving potentially detrimental to environmental stewardship. Thus, the automobile manufacturers usually force a vast number of local, small, and medium-sized enterprises (SMEs) to follow their supply chain line, similar to that of the host countries, where they have applied their scope to operations, technologies, and managerial practices with responsible business rules (Muller-Camen and *et al.*, 2001). Therefore, CSR can potentially be transferred easily from MNCs in home countries to local SMEs in host countries (Rajanakorn, 2012; Werther and Chandler, 2011; Ludescher and Majsud, 2010; Zadek, 2001). This type of relationship takes place between a supplier and a customer in a supply chain, where a customer firm is a principal who purchases part of its production from a supplier firm (the agent) (Whipple and Roh, 2010). CSR is

no longer an internal issue within a company; indeed, the impacts of CSR expand to the partners of the supply chain companies (Hsueh, 2014). Moreover, if companies, especially in tier 1 of manufacturing firms, multinational companies, or customer companies, regarded as principals, want to practice CSR in their entire organisation they then require supplier firms (agents) to embed CSR policies as well (Sakornratanakul, 2010). It can be said that the global supply chain has brought about new challenges for CSR particularly for the supply chain of MNCs to suppliers in Southeast Asian countries (Feng *et al.*, 2017; Hsueh, 2014). Supply chain management is a process consisting of a company's interconnected internal and external functions and activities (Tekin *et al.*, 2015) such as transportation and shipping management, purchasing and supplier management, warehousing management, assembly, inventory management, packing management, logistics services, and customer services. Taking into consideration these processes, the main areas of CSR in supply chains are the "organisational practices, ethical practices, environmental practices, practices of human rights and working conditions, practices of occupational health and safety, and practices to establish relationship with society" (Tekin *et al.*, 2015, p.3). For example, car manufacturers ensure that all supplier companies have appropriate practices in place to guarantee that all their employees are legally protected as per their rights, and that their working conditions comply with all regulations and national or international standards. The most important factors for CSR in supply chains is ensuring that the supplier and retailer companies can fulfil the same requirements which comply to CSR national or international rules, regulations and standards for all the company's activities and functions (Valdez-Juarez *et al.*, 2018). The automobile industry in Thailand encompasses leading car MNCs from around the world (as mentioned above) and supply chain companies as separated into three tiers.

The journey of the concept of CSR in Thailand is one of development from culture and religion practices (ThaiCSR, 2010), which have been conducted through charity, sponsoring, sharing, and volunteering (Prayukvong and Olsen, 2008). Notwithstanding the slow development of CSR in Thailand, CSR practices changed because Thai companies, especially supplier companies, were forced to show their social and environmental responsibility and concerns to MNCs through their practice of CSR (Sakornratanakul, 2010). Outside of this the Thai government has promoted CSR and sustainability among industries and created CSR guidelines for Thai companies to drive the CSR agenda within the country (Prayukvong and Olsen, 2008). However, the study of CSR in Thailand remains limited (Rajanakorn, 2012). Two major themes dominate CSR research in Thailand: first, the motivation behind companies engaging in CSR. This was investigated by Kraisornsuthasinee and Swierczek (2006). They found that half of all companies were not familiar with CSR and CSR motivation based on the company's culture and corporate image (Kraisornsuthasinee and Swierczek, 2006). The other main strand of CSR study in Thailand is that of investigating CSR activities and CSR understanding among Thai listed companies on the Stock Exchange of Thailand, as conducted by The Association of Thai Registered Companies. The survey found that the majority of companies understood CSR as philanthropy through education and environmental activities. Similarly, Prayukvong and Olsen (2008), Ratanajongkol *et al.* (2006) and Chambers *et al.* (2003) identified philanthropy, community involvement, environment, and education as the most popular CSR activities. Nevertheless, knowledge of the relationship between CSR and HRM in the Thai business context is relatively little and is an area that remains under-researched (Cheasakul, 2001). For example, Prayukvong and Olsen (2009) stated that understanding of the CSR concept in Thailand is limited and that it is the focus on Buddhist merit-making culture that spurs many supply chain companies to become involved in charitable actions. A few research works have addressed human resources, for instance, a cross-sectional content analysis

of CSR reporting in manufacturing sectors identified CSR trends as concerning human resources, environment and community (Ratanjongkol *et al.*, 2006). Hence, the researchers (Kaepijit *et al.*, 2014; Cohe, 2010) suggested that the HR department should implement and integrate CSR principles into HRM practices. However, little remains known about how MNCs and supply chain companies address and integrate CSR with HRM practices.

The study aims to explore the relationship between CSR and the HRM of companies operating in Thailand. With this purpose in mind, the researcher contemplates possible inquiry questions concerning the relationship between CSR and HRM. Successful CSR implementation requires the direct and indirect participation of employees. Thus, CSR may require support from the HR department because HR deals with various people practices (Ulrich, 1997). Furthermore, HR can integrate CSR related to its functions to promoting employee wellbeing and driving social changes (Davies and Crane, 2010). However, the link between CSR and HRM has not been well developed (Cohe, 2010); especially the role of HRM, the relationship between CSR principles and HRM practices, and sustainable HRM (Gond *et al.*, 2011), especially in developing countries. There are key gaps in literature, one of which is the lack of CSR in developing countries being studied (Jamali and Karam, 2018; Kolk and Lenfant, 2010). For example, Jamali and Mirshak (2007) found that research on CSR and HRM relationships in developing countries remains exiguous. Moreover, Baskin (2006) stated that CSR in developing countries is reported as being less entrenched and formalised in corporate strategies. Matten and Moon (2008) stated that the relationship between CSR and HRM research refers to the practices of developed countries, while CSR in developing countries is reported as being more charitable in nature. For these reasons, more research is required in order to investigate how the different institutional areas

of the institutional framework manipulate the different expressions of the relationship between CSR and HRM implemented in developing countries.

This study attempts to fill this research gap by investigating the CSR practices and the relationship between CSR and HRM within the automobile industry in Thailand and adopts mixed methods in conducting the research. This research contributes to the development of the literature on the interested stakeholder groups and will add to both the existing CSR and HRM bodies of literature. First, the research analysed the perceptions of CEOs and HR managers in MNCs and supplier companies and explores how they are practicing CSR in automobile supply chain companies. It is hoped that the findings of this research will improve the understanding of the position of CSR in MNCs and supply chain companies, the context of the relationship between CSR and HRM, and the role of HRM in CSR. Second, this research analyses how CSR principles can improve sustainable HRM. It is the hope of this research that CSR in HRM can develop sustainable human resource management (sustainable HRM). Consequently, this research aims to provide a new perspective into CSR practices and the relationship between CSR and HRM, and help HRM practitioners such as HRM staff and managers practise and implement CSR into people practices.

1.3 Research Questions

The research questions of this thesis are:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?

- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?
- What is the role of CSR in HR department of companies operating in Thailand?

Therefore, the purpose of this study is to understand how the CSR practices and the relationship between corporate social responsibility and human resource management is perceived, and how to understand sustainable HRM in multinational corporations and supply chain companies in Thailand. The first goal is to identify common theme that CSR practices, the relationship between CSR and HRM, and sustainable HRM by exploring the literature (Chapter 2). The second goal is considered with the the CSR practices and motivations in companies. This is concerned with the applicability of CSR practices to different type of company and to identify the contextual factors which influence the CSR practices. The third goal is considered with the link between CSR and HRM by investigating the relevance of CSR and HRM. This is concerned with the applicability of CSR principles to HRM functions. The fourth goal is to investigate the roles of HRM in implementation of CSR. This focuses on the contribution of the HRM department in CSR practices. The final goal is to understand how the adoption of CSR in HRM practices helps to develop sustainable HRM. This includes investigation under how HRM department is ready to transform into sustainable HRM. Thus, the results from this study will add value to the CSR and HRM literature by learning how HRM practitioners perceive CSR concepts. This could then reflect the values of Thai businesses and society and in turn be used as reference in comparative learning in CSR practices in HRM functions among other cultures.

1.4 Research Objectives

- To explore the interpretation and perception of CSR, HRM and sustainable HRM of companies operating in Thailand.

- To examine the CSR practices of companies operating in Thailand (including the motivation/pressures for engaging in CSR, the level of CSR engagement and involvement, and the location of responsibility for CSR)
- To explore the relationship between CSR and HRM of companies operating in Thailand.
- To explore the role that HRM plays in CSR for companies operating in Thailand in terms of business practice and perceptions about what role it should play.
- To identify the factors (macro, meso, micro) that shape the interpretation of, and engagement in, CSR, and the role of CSR in the HR of companies operating in Thailand.
 - Macro e.g. the social, political, economic contexts of Thailand
 - Meso e.g. MNC influence on Thai supplier companies
 - Micro e.g. change agents within companies such as CSR and HRM professionals.

1.5 Research Methods

The above discussion suggests the needs for practical research into the relationship between CSR and HRM and adopting a broader mixed methods approach in the investigation. As detailed in Chapter 3, this study is conducted from the perspective of pragmatism (Cresswell, 2014; Bryman and Bell, 2011; Saunder *et al.*, 2009). Pragmatism is based on the logic of social phenomena and reality interacting and being practiced by social actors in different ways. The pragmatism paradigm is essential in this research as it enables the researcher to create a more complete and realistic picture of the relationship between CSR and human resource study (Tashkkori and Teddlie, 1998) by combining the ideas of the quantitative and qualitative approaches. This study fits within the pragmatism philosophy and creates an opportunity for the researcher to use the interview method as deemed appropriate and use the

results in ways that elucidate the research questions (Cresswell, 2014; 2011, Tashkkori and Teddlie, 1998).

This study enquiry is exploratory in nature, as although CSR and HRM are well developed research areas, the relationship between the two has not been adequately established. It employs qualitative methods and an inductive approach; in particular, qualitative approaches are useful in the exploration of the perceptions of people (Saunders *et al.*, 2009). It begins with fundamental theories such as those in the CSR and HRM literature especially stakeholder and institutional perspectives to understand the under-researched relationship between CSR principles and HRM practices before the data collection process, and ends with the development of a new conceptual framework.

This research uses surveys, interviews, and secondary data collections as the preferred research methods. The population of this research comprised 489 companies from the Thailand Automotive Institute website (June 2013); however, this research could not investigate the entire population. This research used the Yamane formula to identify the sample size for the survey, namely, that at a 95%-confidence level. Subsequently, the sample size for the survey was 220 companies. Moreover, the CEOs and HRM managers of 10 companies were interviewed. Thus, 62 companies which published their CSR on their websites in the English language were selected as the sample units for secondary data.

1.6 Overview of the Thesis Structure

This section provides a description of the chapters and structure of the thesis. Chapter 2 reviews and critiques the literature in the fields of CSR and HRM, sustainable HRM and recognises its relevance with

the research that follows. The relationship between CSR and HRM is identified in order to isolate gaps in the literature. The conceptual and theoretical framework of CSR and HRM is thus developed.

Chapter 3 reviews the research methods employed in the study. It provides an explanation and discussion of the research philosophy, population, research design, research method, and data analysis.

Chapters 4 - 5 examine and present the findings from the analysis of the data from the questionnaires, interview questions and company websites. These focus on the CSR practices in Chapter 4 and the relationship between CSR and HRM in Chapter 5.

Chapter 6 integrates the research questions, findings, and literature and provides an overall discussion of how the research has furthered knowledge in this area.

Chapter 7 concludes the thesis and identifies the contribution of this study to theory and practices. It also sets out the study's limitations and makes recommendations for further research.

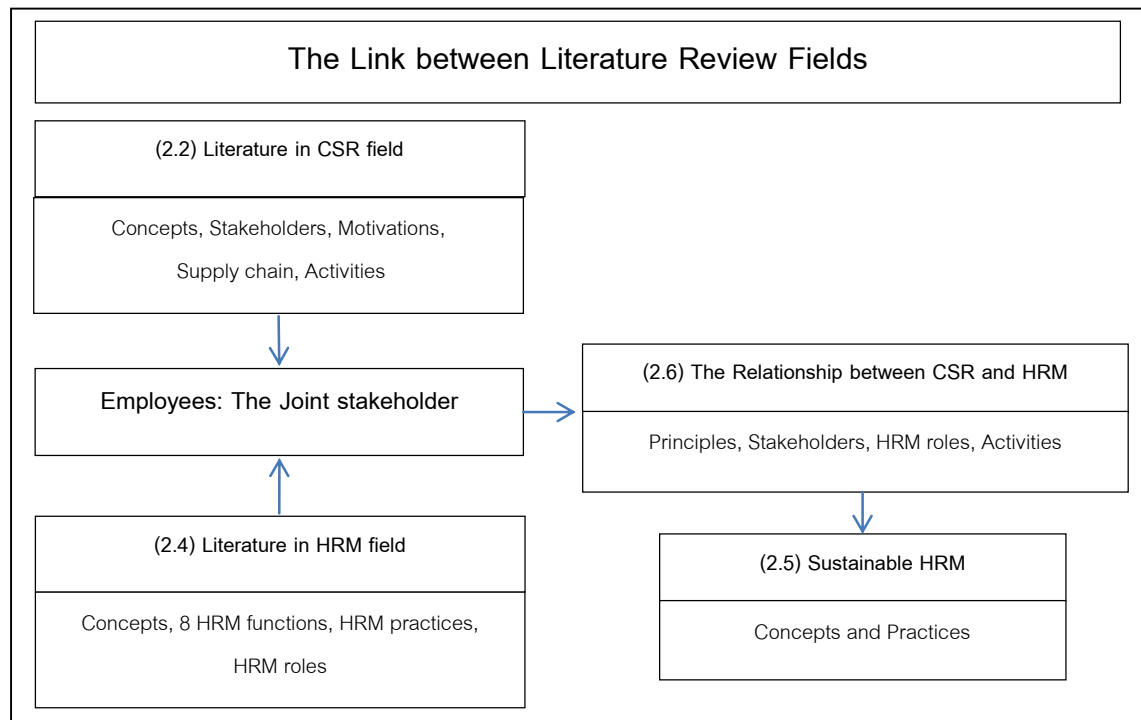
Chapter 2

Literature Review

2.1 Introduction

This chapter explores the CSR and – its relationship to HRM, and sustainable HRM in the literature chapter. The chapter begins with an overview of the core CSR concepts and themes found in the literature i.e. stakeholders, motivations underpinning CSR, supply chain issues. The next section reviews more fully the literature on HRM focusing on the nature of the HR concept, HR practices, functions, and roles. Following this the literature on sustainable HRM covering sustainable HRM concepts and practices is reviewed. This is superseded by a review of the literature on the relationship between CSR and HRM. It will be noted that the link between CSR and HRM is employee. The CSR field looks at the employee as the internal stakeholder of the company. In contrast, the HRM duties, activities and functions deal with employee interests as the main stakeholder of HRM department. Thus, the relationship between the CSR and HRM fields is discussed as it relates to CSR principles and HRM practice, and roles in CSR implementation. It is increasing being argued (Ulrich, 2015) that HR departments should practise different CSR aspects to develop sustainable HRM practices. This links to the readiness of HRM to transform itself into sustainable HRM. This chapter has been constructed as shown schematically below in Figure 2.1. This model will be further developed as the chapter unfolds to provide a fuller indication of the theoretical framework.

Figure 2.1: The Link between Literature Review Fields



2.2 Literature on CSR

This section focuses on the existing literature on CSR; in particular, the conceptual development of CSR is reviewed and definitions of CSR discussed. Then the motivations, benefits and obstructions of CSR are briefly discussed and reviewed.

2.2.1 Definitions of the CSR Concept: Changes over Time

CSR means different things to different scholars, and some of the alternative approaches are not only different but also paradoxical. The notion of social responsibility was presented in the early 1900s when companies were condemned for harmful practices to society and the environment. The concept of CSR was marked out and developed in 1953 and can be traced back to American businessman Howard Bowen, who is considered the father of CSR, mostly thanks to his published book *'The Social*

Responsibilities of the Businessman' (Carroll, 1999; Garriga and Mele', 2004; Rahman, 2011). This period defined CSR as the obligation of an organisation to realise society's objectives above profit making (Bowen, 1953; Heald 1957). CSR emphasised that the individual executive manager should be concerned with the relationship between organisations and society and the expectations of society (Frederick, 1960 and Walton, 1967 cited in Rahman, 2011). For example, Andrew Carnegie (Harvey C. *et al.*, 2011), who is often labelled as the father of modern philanthropy, believed that businessmen and wealthy people were the caretakers of social benefits as a whole. The type of philanthropy whereby businesses help communities through charitable donations (Heald 1957) was seen to play an essential role in the development of CSR and was expanding until the 1950s (Murphy, 1978). However, the root concept of CSR has developed from being charitable to establishing a competitive advantage for companies.

A decade later and several researchers such as McGuire (1963), Johnson (1971), and Keith (1976) suggested a more specific definition of CSR in terms of embracing additional responsibilities to society, beyond making a profit. This was due to the consideration of the social effects of business decisions. This caused companies to recognise and act more responsibly in their actions and decisions in terms of solving social problems, such as improving labour welfare, producing safer products, and having greater concern for environmental problems. It is worth noting that, this period resulted from the legacies of the industrial revolution, where things such as water and air pollution were common (Banerjee, 2007; Yoonprathom, 2006). Out of this increasing concern for environmental and social problems, many companies began to realise following public and media pressure, the impacts of their decisions and acted accordingly by ceasing or solving these problems. However, companies have also been expected to act voluntarily in responsibly improving society and the environment (Wulfson, 2001).

On the other hand, Friedman (1970) took a contrasting view of CSR. He argued that a company has only the one core responsibility to increase its profits under the law and in a moral manner without being deceptive. Thus, many regulations were introduced to restrain company power, such as anti-corruption, customer protection, labour and environmental laws (Wulfson, 2001). Executives also have a responsibility to manage employees. Moreover, some researchers supported Friedman's view which focused on CSR actions by increasing a company's profit and protecting shareholder's interests. For example, Cochran and Wood (1984) also argued that CSR related to the profitability of the organisation (Aupperle, Carroll and Hatfield, 1985). Jensen (2001) stated that CSR involvement should be considered in order to increase the turnover for the shareholders. Furthermore, Sundaram and Inkpen (2004) believed that a company should implement CSR in order to improve that company's performance and profits. Henderson (2007) asserted that CSR has unpleasant effects on a company's operation, leading to sunk costs, and reduced profit. It is a much debated issue as to whether a business that implements CSR can improve underlying societal problems and resolve them, while at the same time maximising its wealth. It may be difficult to decide whether such organisations adopt CSR for business reasons or social reasons (Carroll, 2008; Barry, 2000). However, Drucker (1984) stated that CSR can be regarded as a business opportunity, which might turn social problems into a position of profitability, productive capacity, human competence and wealth. Eradicating social issues can be turned into business opportunities where the company gains a competitive advantage.

CSR in the twenty-first century encompasses many dimensions such as stakeholder theory, business ethics, voluntariness, integration of social and environmental concerns, economic development, human rights, labour rights, transparency and accountability, corporate citizenship and sustainability (Buchholtz and Carroll, 2009; Dahlsrud, 2008; Rahman, 2011). These are concepts which help

organisations integrate CSR into short and long-term decision-making (Buchholtz and Carroll, 2009).

Several definitions are likely to refer to exact activities, issues and concerns that constitute CSR practices. The concept of CSR has developed from being philanthropic to discussion of the competitive advantage for organisations. Review of this conceptual development with its contributions from various scholar stems from the 1953, as briefly highlighted in Table 2.1. One important, most cited definition (Dahlsrud, 2008) is that from the World Business Council for Sustainable Development (WBCSD) (2000, Table 2.1), guides business in implementing CSR in term of economic development which helps to value the company's own production in producing better quality goods as well as its reputation. WBCSD emphasised the different meanings of CSR in different contexts, which depend on differences in people, culture, religion and governmental frameworks. These definitions have shaped stakeholder expectations that organisations will take steps to adopt CSR in their operations. They also refer to a variety of actions intended to develop ecological and social sustainability, which can be applied to every organisation. Another concept is global competition, has indicated that CSR might be a key component to business success because it can create four types of value: reducing costs and risk, creating competitive advantage, building reputation and legitimacy and synergistic value creation (Kurucz *et al*, 2009; Porter and Kramer, 2006). These concepts of CSR is briefly highlighted in various subsections such as economy, society, environment, corporate citizenship, community, business strategy, supply chain, stakeholder, company image, obligations, ethics, accountability, quality of work life, HRM and sustainable HRM and presented in Table 2.1.

Table 2.1: Definitions of CSR

Authors	Definitions	Economy	Society	Environment	Corporate citizenship	Community	Business Strategy	Supply Chain	Consider Stakeholders	Company Image	Obligations	Ethics	Accountability	Quality of Work life	HRM	Sustainable HRM
Bowen (1953, p.6)	The term social responsibility of businessman will be used frequently. It refers to the obligations of businessman (and businesswomen) to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. ... It is assumed, however, that as servants of society, they must not disregard socially accepted values or place their own values above those of society.		X													
Joseph (1963, p.144)	The idea of social responsibility supposes that the corporation has not only economic and legal obligations, but also certain responsibilities to society which extend beyond these obligations.	X	X								X					
McGuire (1963, p.144)	The idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations.										X					
Johnson (1971, p.50)	A socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities and the nation.							X	X						X	
Keith and Robert (1975, p.39)	Social responsibility is the obligation of decision maker to take action which protect and improve the welfare of society as whole along with their own interests.	X	X								X					
Carroll (1979, p.500)	CSR is the social responsibility of business encompasses the economic, legal, ethical and discretionary expectation that society has of organization at given point in time.	X	X	X								X				

Authors	Definitions	Economy	Society	Environment	Corporate citizenship	Community	Business Strategy	Supply Chain	Consider Stakeholders	Company Image	Obligations	Ethics	Accountability	Quality of Work life	HRM	Sustainable HRM
Epstein (1987, p.104)	Corporate social responsibility relates primarily to achieve outcomes from organisational decisions concerning specific issues or problems which have beneficial rather than adverse effects on pertinent corporate stakeholders.								X				X			
Frederick et al. (1992, p.7)	Corporate social responsibility can be defined as a principle stating that corporations should be accountable for the effects of any of their actions on their community and environment.			X									X			
WBCSD, (2000, p.5)	"The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life."	X	X			X			X					X		
McWilliams and Siegel (2001, p.117)	CSR as actions that appear to further some social good, beyond the interests of the firm and that which is required by law.		X								X					
Lockwood (2004, p1)	Corporate social responsibility (CSR) sometimes referred to corporate citizenship, in our workplaces, in the media, in the government, in our communities. Simply put, the business case for CSR—establishing a positive company reputation and brand in the public eye through good work that yields a competitive edge while at the same time contributing to others—demands that organizations shift from solely focusing on making a profit to including financial, environmental and social responsibility in their core business strategies."	X	X	X	X					X						

Authors	Definitions	Economy	Society	Environment	Corporate citizenship	Community	Business Strategy	Supply Chain	Consider Stakeholders	Company Image	Obligations	Ethics	Accountability	Quality of Work life	HRM	Sustainable HRM
Buchholz and Carroll (2008, p.33)	CSR is serious considering the impact of the company's action on society.		X													
Canadian Business for Social Responsibility, 2009, p.2-4	"Corporate social responsibility is the balance integration of social and environmental considerations into business decisions and operations. If employees are not engaged, CSR becomes an exercise in public relations. CSR-HR = PR."	X	X	X											X	
Spence and Bourlakis, 2009, 291-292.	CSR is and inadequate concept for capturing the necessary level of social responsibility for the whole supply chain critical in today's complex and integrated economic context...is the chain-wide consideration of and response to, issue beyond the narrow economic, technical and legal requirements of the supply chain to accomplish social and environmental benefits along with the traditional economic gains which every member in that supply chain seeks.	X	X	X				X								
Cohen, 2010, p.1	CSR, a voluntary business approach that goes beyond the letter of the law and accepts accountability and transparency with regard to a business organisation's impacts on people, society, and environment. Arguably, the Human Resources (HR) function is the key partner in embedding Corporate Social Responsibility (CSR) and Sustainability initiatives in any organisation, as this can be achieved only when a company educates, engages and empowers its entire workforce.	X	X	X					X		X		X		X	

Authors	Definitions	Economy	Society	Environment	Corporate citizenship	Community	Business Strategy	Supply Chain	Consider Stakeholders	Company Image	Obligations	Ethics	Accountability	Quality of Work life	HRM	Sustainable HRM
Commission of the European Communities (EU), 2011,p6	CSR is the responsibility of enterprises for their impacts on society. This impact is of a multidimensional nature, and is not evidenced in firms' conscientiousness towards the environment, their worker and working conditions. The impact of enterprises on their surrounding realities is also visible in business conduct based upon similar values, due diligence in production, processes, and the entire supply chain."	X	X	X				X	X							
Lis (2012, p.283)	"CSR can be identified as an important contribution to a sustainable HRM. Because of its relevance for employees' management. Thus, the organisation should absorb sustainable HRM practices in terms of the different aspects of CSR. In the sense, more fair and responsible work conditions were associated with a high diversity and employee relation or interpreted as a particular interesting corporate characteristic. CSR seems to be an effective tool to attract potential employees. The companies can develop and execute real SHRM practices to increase these dimensions: i.e. encouragement of older employees, the compatibility of job and family, retirement arrangements, encouragement of women in leadership positions or establishment of corporate kindergartens."							X					X	X	X	X

For several decades the concepts has continually been developed further by scholars. Some were keen to explore the definition to cover the responsible behaviour of the company and social effects of company behaviour. For example, 2011 was a significant year in which the European Commission (2011, p6) recognised CSR includes themes of human rights, reporting and disclosure, climate change, issues affecting small businesses, socially-responsible investment, education, and public procurement in any type of enterprise (European Commission, 2011). Consequently, the definitions of CSR provided in Table 2.1 present differing interpretations of CSR from different perspectives. For all of these definitions, companies should focus on social and environmental issues and integrate CSR into their company strategies and operations. This seems to link to later definitions of CSR being defined as a strategic tool (Porter, 2003). From a business strategy point of view, strategy is the pursuit of long-run

goals and objectives to distribute the resources which are necessary for achieving the goals (Chandler, 1962).

Many strategy theorists, such as Alfred Chander (1962), Michael Porter (2008), and Henry Mintzberg (2007), have pointed out that strategy is the key element of organisations because it helps an organisation define where and what they are doing, and enables them to have concise objectives (Johnson, Whittington, and Scholes, 2011; Peng, 2009; Lynch, 2012). The concept of CSR as business strategy is supported by Clarkson (1995), Burke and Logsdon (1996), Porter (1996) and Lewis (2003) who referred to CSR as the strategy of an organisation in building its competitive advantage in order to achieve company goals. Several works of research have attempted to explain how companies integrate CSR into strategy. For example, Burke and Logsdon (1996) suggested that engagement between CSR and strategy can be explained according to five dimensions. Firstly, centrality in CSR should be close to the organisation's vision, mission, and goals. The organisation should implement CSR into its mission and objectives. Secondly, specificity means companies seek to generate benefits for themselves before take action on CSR activities. Thirdly, proactivity means that CSR should predict and respond to the dynamics of stakeholder expectations. Organisations plan to ride and emerge through economic, technological, social, and political trends, and crisis conditions to recognise the advantages of opportunities and to overcome threats. Fourthly, voluntarism means CSR should be a flexible decision-making process. The organisation's behaviour engages with CSR in its core functions. Finally, visibility means that CSR should benefit the organisation from its societal engagement (Bhattacharyya, 2008; Weber, 2007), and that CSR is observed and recognised by internal and external stakeholders. This model can evaluate how an organisation seriously commits to CSR in its strategy (Clarkson *et al*, 2011; Papaleo and Beeton, nd).

2.2.2 Motivations for CSR Implementation: Internal and External Drivers of CSR

Several commentators have identified the main reasons behind why organisations work hard on CSR as being the need to protect their reputations and to maintain the external business environment in which they do business (The Economist, 2008; Mohr *et al.*, 2001). Mohr *et al.*'s study (2001) showed that customers are likely to boycott irresponsible companies. Sheehy (2015, p.20) stated CSR could reduce and mitigate industrial harm and promote the provision of public good. Furthermore, Vogel (2005) noted that companies may deploy CSR because they believe it will help build a competitive advantage such as retaining talented employees, building a good company image, and increasing profitability. This leads one to believe that organisations would like practice CSR to show the public that their products are ethically sound (Berger and Campbell, 2011). Moreover, most evidence shows CSR is about developing a reputation and brand awareness of company in satisfying the requirements of various stakeholders (Freeman, 1984; Fombrun, 1996). Empirical evidence in Fombrun and Shanley's study (1990) recommends that the more a company is involved with social wellbeing, the better its reputation. This is consistent with Benn and Bolton (2011) and Mirvins and Googins (2006) who argued that the organisation is pressured to implement CSR strategies by the external and internal business environments. Firstly, the external pressures, or drivers, comprise economic (resource pressures), political (regulation), technological (innovation), community values (accountability) and sustainability. In particular, sustainability is usually referred to as the concepts of CSR and corporate citizenship in Thailand (Prayukvong and Olsen, 2009). The external drivers, such as the socio-economic, socio-political, crises, legislation, and criticism from NGOs and government, influence companies. For instance, some developing countries' stock markets, such as the Stock Exchange of Thailand, require that members must have a CSR implementation strategy (Prayukvong and Olsen, 2009). On the other hand, internal influences including strategic intent, reputation and image, risk management, policies,

culture, traditions and values, resource productivities, life cycle assessments, stakeholder orientation, social capital, sustainability orientation, system thinking, and knowledge (Benn and Bolton, 2011) are important in forcing companies to engage in good corporate citizenship. Furthermore, Prayukvong and Olsen (2009, p. 4) presented “Buddhist merit-making culture” as the basis for performing good deeds that drove a lot of Thai companies to become involved in CSR philanthropic activities. Similarly, Graafland and Van de Ven (2006) noted that in Dutch companies moral motives drove CSR implementation more than financial results.

These drivers are useful in that they generate the motivations of CSR through a variety of perspectives, which are variables that need to examine the relationship between CSR actions and their effects, and can lead to an examination of the impacts of different CSR actions. Moreover, these theories suggest that further research should investigate CSR motivations in other countries because contextual factors may affect results. CSR motivations can help a researcher understand which business principles each society believes in. Thus, this research will help to address the gap identified in the question of what are the motivations behind the adoption of CSR in the Thai automobile industry?

2.2.3 CSR in the Supply Chain

It is necessary that CSR be recognised as not focusing on a single company but on dyad relationships so as to obtain the effective management of the total network through supply chain management. This is because customers nowadays require that companies produce high quality, safe and environmentally friendly products that are less harmful to employees, environment and communities. Poor CSR comes to customer attention via social media and the internet, and this affects company reputation, especially for MNCs which are operating in developing countries and whose operations are perceived as harmful to society and the environment. Consequently, some research has addressed

CSR in the supply chain. Spence and Bourlakis (2009, p.292), for example, stated CSR is a concept for apprehending the necessary level of social responsible behaviour for the whole supply chain. The CSR supply chain has long been recognised by large companies, MNCs, and manufacturers. CSR not only takes place within a company but also externally between companies (Michalski, *et al.*, 2018). CSR activities flow from one company to other supply chain companies which use the relationship between companies to achieve the successful management of the entire network (Michalski, *et al.*, 2018). CSR compliance along the global supply chain consists of contractors and subcontractors, which are usually monitored further down the supply chain, particularly as regards suppliers in developing countries (Bhandarkar and Alvarez-Rivero, 2007). Nevertheless, there is an increasing awareness about the need to deal with the entire supply chain, from supplying raw materials to end customers, especially the impact on environmental issues and human rights in the country of origin (Michalski, *et al.*, 2018).

There has been a specific focus on small and medium-sized enterprises (SMEs), often located in developing countries such as Thailand that lack the capacity and resources to organise CSR systems accordingly (Pataconi, G. and Weisert, N., 2013). These might subsequently encounter problems. The adoption of CSR by supply chain companies in developing countries can result in an optimism to improve industry standards and resolve social and environmental issues. From this perspective, the issue of consequences, MNCs integrating CSR into formal supply chain companies, is increasingly being measured to establish the contribution to society and the responsible practice of their formal supply chain companies' objectives. This is assessed from MNCs' and large corporations' obligations before engaging in business together. Control by MNCs may exist in various forms such as ISO standards or codes of conduct. Firstly, the MNCs can audit CSR in supply chain companies by using ISO 26000 guidelines (see Table 2.3) or codes of conduct covering all concepts of corporate social

responsibility, where its standards also consist of guides and principles. ISO 26000 can act as a core feature of CSR because it contributes to seven core subjects as shown in the table below (ECOLOGIA, 2011, p5).

Table 2.2: The Seven Core Subjects and Guidelines of ISO 26000

Core subjects	Guideline
Organisational governance	Practising accountability and transparency at all levels of your organisation; using leadership to create an organisational culture which uses core values of social responsibility when making business decisions.
Human rights	Treating all individuals with respect; making special efforts to help people from vulnerable groups.
Labour practices	Providing just, safe and healthy conditions for workers; engaging in two-way discussions to address workers' concerns.
Environment	Identifying and improving environmental impacts of your operations, including resource use and waste disposal.
Fair operating practices	Respecting the law; practising accountability and fairness in your dealings with other businesses, including your suppliers.
Consumer issues	Providing healthy and safe products, giving accurate information, and promoting sustainable consumption.
Community involvement and development	Getting involved in the betterment of the local communities that your organisation operates in; being a good neighbour.

Source: ECOLOGIA, 2011, p5

As Valdez-Juarez *et al.*'s (2018) study suggested, SMEs in supply chain areas should adopt ISO 26001 as a guideline to develop CSR practices. CSR actions in SMEs will satisfy the interested parties and improve reputation, image and profit. The guidelines in the above table helped to broaden the scope of CSR practices that MNCs use to develop and control CSR activities in supplier companies.

Secondly, the other control form is the codes of conduct which require that supply chain companies respect the ethical standards in the host country's particular culture. MNCs or large companies can monitor and audit CSR compliance through codes of conduct. The scope of the CSR codes of conduct differs among supply chain companies. All participant companies in the supply chain should have straightforward communication with those with whom they do business, consisting of sub-contractors, and employees.

The results of CSR supply chain management benefits can lead to increased energy efficiency, the transfer of waste into useful by-products, reduced transaction costs and risks, development to supplier manufacturing performance, decreased production inefficiencies, enhanced competitive advantages, increases in sales and reputation, becoming more profitable, developing productivity, building stakeholders' trust and innovations, and improving compliance. These are all big-company benefits (UNCTAD, 2012; Kogg and Mont, 2012; Cruz and Wakolbinger, 2008; Harwood and Humby, 2008). The social and global obtaining of CSR supply chain benefits has improved national laws and international standards, reducing environmental problems, improving social welfare, solving societal problems, and eliminating corruption (D'heur, 2015).

Academics (Feng *et al.*, 2017; Nakamba *et al.*, 2017; Mani *et al.*, 2016; Huq *et al.*, 2014; Rosi *et al.*, 2013) have become increasingly interested in the questions surrounding the integration of CSR into company functions such as supply chain management and HRM. The existing literature shows the association between CSR and supply chain dynamics as well as the relationship between CSR and HRM. Firstly, there is a growing need for there to be an association between CSR and the links in supply chain in order to integrate and expand social responsibility to entire industries (EU, 2011; Spence and Boulkis, 2009). Secondly, there is an increasing relationship between CSR and HRM in

developing CSR in HRM practice to promote fairness, work conditions, diversity, equality, wellbeing, and work-life balance (Lis, 2012, Cohen, 2010). However, the relationship between CSR and HRM in supply chain companies is unclear. This research aims to examine the questions: what is important about CSR and HRM practices in the Thai automobile industry? What is the contribution to the field? And why is this important?

2.3 CSR in the Automobile Industry: The Thai Context

In order to further develop the conceptual framework outlined in Figure 2.1 above this section discusses the development of CSR in the automobile industry in Thailand. Located in Southeast Asia, Thailand is a newly industrialised country. According to the Board of Investment Thailand (BOI) (2011) the country's location makes it the gateway to central Asia. It is a convenient hub from which to trade with China, India and the Association of Southeast Asian Nations (ASEAN), and provides easy access to the Greater Mekong Sub-region, where newly emerging markets offer great business potential. The major economic sectors are manufacturing (39%), wholesale and retail trade (13.5%), transport, storage and communication (9.6%) and agriculture (8.6%) respectively. The major export items are electronics (13.3%), manufacturing products (12.6%), agriculture products (10.6%), automotive (10.2%), machinery and equipment (7.4%) and computers and accessories (6.4%) (Bank of Thailand, 2011).

Thailand was ranked as one of the fifteen most attractive countries for FDI in 2009-2011 (UNCTAD, 2009, p.57). Thailand ranks seventh in the top fifty of offshore countries, falling from fourth in 2009 (A.T. Kearney, Inc., 2011) following political problems a few years previously (UNCTAD, 2009, pp.55-56). Thailand received £2,200,012,552.88 of foreign investment from ASEAN, Europe, and America in 2011 (BOI, 2011). The attractive aspects of FDI in Thailand are the market growth, long-term investment

incentives offered by the government, excellent infrastructure, good natural location, labour skills and talent, and lower labour costs. These have attracted investment from MNCs in the automobile industry. According to OICA (2010) production statistics, Thailand comes twelfth in the top twenty automobile making countries, and the growth rate increased from -28.3% in 2009 to 80 % in 2016 (Yongpisanphob, 2017). Thailand has sixteen automobile manufacturers from many parent countries including Japan, South Korea, U.S.A, India, and Germany. Thailand was ranked 1st in Southeast Asia and 12th globally as an automotive producer in 2016 with an estimated 2,355 Thai and Multinational Companies (MNCs) located in the country (The Board of Investment of Thailand, 2018; Dansomboon *et al.*, 2016). This is a huge industry that combines different types of companies such as MNCs and local companies along the supply chain. From the CSR perspective, companies' and manufacturers' operations and the product lifecycles of the automobile industry can harmfully affect environmental and social stewardship (Martinuzzi *et al.*, 2011). The environmental pressures and forces on the automotive industry cannot be denied. The goal is to decrease waste, reduce pollution, and develop environmental performance by enhancing end-of-life vehicle recovery, as well as a variety of possible alternative fuels (LPG, CNG, methanol, bio-fuels) and new technology vehicles (electric, hybrid, and fuel cell). The automotive industry requires high-skilled workers, workloads, and ergonomics in reflective production lines (Martinuzzi and *et al.*, 2011). CSR in the automotive industry consists of a variety of issues emerging during the manufacture, use, and disposal stages. The CSR issues in the automotive sector are described in the table below (Martinuzzi and *et al.*, 2011, p18).

Table 2.3: CSR Issues

CSR issues - automotive sector	Authors
Recycling techniques, adopting energy efficient technologies, proper use, storage and disposal of hazardous materials, customer environmental compliance, purchasing packaging materials from recycled materials, reduce consumption of non-renewable resources, personal environmental awareness training	Kehbila et, al., 2009
Consuming fewer resources in production processes, developing alternative fuel technologies, environmental efficiency of factories	Zapata, Nieuwenhuis, 2010
Supply chain responsibility (use of raw materials, social or human rights, conditions at the mining level, recycling end-of-life vehicles)	Steinweg, 2010
Green supply chain management	Thun, Müller, 2010; Koplin et al., 2007
Product life cycle, alternative technologies and fuels	Orsato, Wells, 2007a
End-of-life vehicle	Gerrard, Kandlikar, 2007; Smith, Crotty, 2008
Environmental management schemes	González et al., 2008; Beske et al., 2008

Source: Martinuzzi *et al.*, 2011, p18

Thus, the automobile industry is more greatly involved in CSR activities such as environmental practices than other industries. As Table 2.4 (below) shows, several scholars have been keen to indicate the importance of environmental practices in the guide of CSR activities in the automobile industry. More specifically, CSR activities in the automobile industry focus on environmental concerns and seek to promote environmental initiatives such as recycling, reducing the carbon footprint, managing pollution and waste management. This is due to the focus on the relations between environmental expectations and companies in the automobile industry. Steinweg (2010) emphasised that CSR in automobile supply chain industry has not neglected the human rights and working conditions. Steinweg's study (2010) showed eight (Fiat, Ford, Honda, Nissan, PSA Peugeot Citroen, Suzuki, Toyota and Volkswagen) of the

top ten car manufacturers stated on their websites that supplier companies have to implement human rights and labour rights as CSR activities.

In order to frame the research context in Thailand, it should be noted that the concept of formal CSR was not introduced into the country until 1999 (Prayukvong and Olsen, 2009) and that compared to other countries Thailand remains under developed in this respect. However, Thai companies have long been involved in philanthropy through religion and royal family projects (Prachayakorn, 2010; ThaiCSR, 2010). Graafland and Van de Ven (2006) suggested further studies should examine the contextual aspects such as culture, social players and the political construction of other countries which may affect CSR implementation. To understand the consequences of organisations operating in Thailand adopting CSR, this research investigates the key characteristics and nature of the culture of Thailand, which are inimitable and complex. Firstly, the organisations may be affected by the culture in different ways (Pimpa, 2012). Culture, which is considered a significant determinant of behaviour, has grown widely in business research (Prasongsukarn, 2009) and in special areas of relevance. However, culture has generally been considered from the viewpoint of a nation, society, organisation, community or individual (Schwartz, 2004; Hofstede and McCrane, 2004). Culture has a powerful influence on behaviour at most levels. The consequences of culture on organisational structure have been extensively considered in international business and organisation studies (Harzing *et al.*, 2015; Kwon, 2011; Haidlle and Conard, 2011). Consequently, national Thai culture may influence how companies acknowledge and interpret CSR as appears in their unique attitudes and behaviours which differ from other countries. However, Thai cultural values are conveyed through the habitual characteristics of Thai people, but this does not mean that every individual in society has all these characteristics (Komin, 1991).

The term smooth interpersonal relationship orientation (Komin, 1991) has been used to refer to Thai people's good manners, and the simple interpersonal relationships that have built Thailand's famous reputation as "the Land of Smiles". It is an emotional concern and consideration of the other person in any way that they are trying to help the other person, referred to as "nam-jai" (Komin, 1991, p. 174). This is to voluntarily offer something to other people without any expectation of something in return and to show kind-heartedness, care and concern with the well-being of another as a kindness. In Thai lives the generosity of giving and sharing are virtues based on Buddhist beliefs cultivated and developed from an early age. This is seen as profoundly humane and serves very much as good people doing good things in terms of karma in the Buddhist discipline. It can be said that CSR in the Thai context might involve the concept of caring, helping and sharing. Another influential cultural Thai effect of social status is "face" that indicates one's social position, reputation and self-image (Person, 2008). This status can be conferred through public recognition that someone is accepted as a member of society. In the Western sense, "face" can be recognised as image or reputation (Person, 2008). In Thai society, saving face pervades every part of a Thai's life as one's image means everything, so that a loss of face is to be prevented or avoided at all cost. This has been described in terms of cultural collectivism, whereby people are terrified of being excluded by other members of society (Kitiyadisai, 2005).

Secondly, Buddhism has long been part of Thailand's history, having been practiced since 235 C.E. Thailand has the highest concentration of Buddhists in the world (The Office of the United Nations High Commissioner for Refugees, 2012) with over 90% of the Thai population claiming to be Buddhist (Verluyten, 1997; Harding, 2007). Therefore, Buddhism has been the core driving power in cultural development over the centuries. The CSR literature has addressed the relationship between CSR and religiosity. This includes both Buddhism and Islam, which constitute the major religions of the majority of people in Southeast Asian countries. The review implies religiosity can influence CSR especially in

terms of philanthropic activities through the individual's beliefs (Dusuki, 2008; Angelidis and Ibranhim, 2004; Conroy and Emerson, 2004). Welford, (cited in Prachayakorn, 2010) stated that the philanthropy concept is CSR in Asian society, which is without exception true for CSR practices in Thailand, is rooted in philanthropy in the forms of Buddhist practices and culture. Sthapitanonda and Sinsuwarn (2013, p5.) highlighted the Buddhist principle of "Pid Thong Lang Phra" meaning "when one attaches the gold leaf to the back of a Buddha image". This is a metaphor for acting responsibly and in an unselfish behaviour without seeking recognition. That is, this Buddhist principle of giving and sharing should not involve profitable interests. However, CSR is perceived as a form of business commercial interests that has been a tradition of Thai companies demonstrating gratefulness to their stakeholders and society through charity and volunteering (Sthapitanonda and Watson, 2015). Furthermore, companies especially, large companies or MNCs publicised their responsible actions via the companies' own websites (Poolthong & Mandhachitara, 2009). CSR activities via charity were commonly made public via the daily mass media in Thailand (Srisuphaolarn, 2013). Thus, the practices of giving and sharing are of inherent with Thai culture and Buddhism and are usually done through donating, charity, volunteering, and sponsoring. These practices have been recognised as CSR in Thailand (Prayukvong and Olsen, 2008). In other words, Thai companies have shown their gratefulness to society through charity and voluntary activities. Therefore, Thai culture and Buddhism are important factors supporting CSR practices in Thailand.

Over and above the impact of religion, his Majesty King Bhumibol Adulyadej who was the ninth monarch of modern Thailand, performed his royal duties of generosity towards his subjects mostly through the launching of medical, social welfare and environmental protection projects. His Majesty's development works spanning from 1950 - 2016 account for more than 4,447 projects across the

country, in addition to there being other notable projects (Office of the Royal Development Projects Board, 2016; Mookpadit, 2004). King Bhumibol thus provided strategies for the development and healing treatment of the natural resources and human resources, because, nowadays, the Thai economic structure has moved towards an industry-oriented and service-oriented system that has brought with it many social problem issues. These ideas support His Majesty's avocation of sustainable development as the foundation of the country's overall development in the long run. These projects are recognised as CSR activities in Thailand and cover a broad range of CSR areas including environmental protections, agriculture, education, occupation, employment, public health, public welfare, sufficiency economy, traffic congestion, floods, and communication, among others. This has led to the establishment of the largest and strongest CSR department in the nation (Onozawa, 2010). Thus, many companies including MNCs such as Toyota, and Honda are involved with His Majesty's projects.

Notwithstanding the growth of CSR in Thailand, the culture, religion and the royal family have played the role of leader by linking social and environmental issues with CSR practices (Thai CSR). The Thai manufacturers and large companies conducted their businesses highlighting the need to improve the quality of life of people and communities in rural areas especially for schools (Bangkok Post, 2017). Besides, the environment protection activities such as beach clean-up, tree planting, building with recycle material, and elephant support projects were famous CSR activities in the country. The highlight of CSR in Thailand is the charity through educational and environmental projects (Virakul *et al.*, 2009). The environmental impact, including those in faraway supply chains were recognised by SMEs (Lee, 2019), because they focus on the company's performance and profits. Thus, The Corporate Social

Responsibility Institute of Thailand (CSRI) divides involvement into three types: CSR-after-process, CSR-in-process, and CSR-as-process (Yodprudikan, 2016):

CSR-after-process refers to the actions that a company performs to better support society and these activities are separate from any of the operational and production activities. This process includes activities which have been carried out to lessen the negative results that may have been produced by the company.

CSR-in-process is CSR that has been integrated as part of its operational and management systems in order to ensure that companies perform activities which are harmless to the economy, environment and society. It is when a company voluntarily implements CSR.

CSR-as-process is when a company establishes a non-profit organisation to perform CSR activities for community and society, such as foundations and NGOs.

The link between CSR as the Western concept and the Thai concept are manifested through three CSR involvements. There are three types of CSR can link with the level of company involvement with CSR approaches is based on the adaptation of the ladder of citizen participation (Arnstein, 1969) and a pyramid of CSR definitions (Visser, 2008). It recognises that different CSR definitions are acknowledged by different companies and can be determined by different degrees of interpretation and involvement in CSR. Low-level involvement is where companies acknowledge CSR but have barely engaged in it and merely perform CSR as a philanthropic activity. Mid-level is where a company is associated with responsible practice and is committed to CSR as a member of society. High level is when a company implements CSR into its own strategy and operating systems (refer to Table 2.4).

Table 2.4: The Level of Company Involvement with CSR

Authors	Low level of Involvement	Mid-level of Involvement	High level of Involvement
Arnstein	CSR is good for reputation and good for public relation	CSR is associated with responsible practice and is the process of corporate social responsiveness and the outcomes of corporate behaviour including impacts, policies and programmes.	CSR is a firm's commitment to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.
Visser	CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment	CSR is the obligation of the firm to use its resources in ways to benefits society through committed participation as a member of society	CSR can be a source of opportunity, innovation or competitive advantage, which an organisation needs to integrate into the core business operating and strategies.
CSRI	CSR-after-process	CSR-in-Process, CSR-as-Process	

Source: Adapted from Arnstein (1969), Visser (2008), and the Corporate Social Responsibility Institute of Thailand (CSRI) (Yodprudikan, 2016)

These levels of company involvement with CSR approaches help to broaden the companies' actions concerning CSR. This then influences the effects of the decision and actions of companies on the social system (Davis and Blomstrom, 1966). This relates to the concentrated efforts undertaken by organisations in order to contribute resources for a better quality of life and a more efficient society (Bigu and Anastasiu, 2014). Bigu and Anastasiu (2014) stated that companies should take action and practice CSR seriously by developing everyday business behaviour based on ethical conduct. CSR actions should aim to relieve the adverse business effects on society, and CSR should not be turned into a marketing campaign. This is because the CSR concept is not deemed a public relations activity; however, analysis of this involvement between the company and social responsibility is lacking, especially the external and internal dimensions of CSR. It may be timely to study the external and internal dimensions of CSR by using the stakeholder theory to investigate the important stakeholders of CSR.

The above discussion shows that Thai companies are involved in external CSR activities. However, these companies have been less concerned with internal aspects of CSR within organisations, particularly in the field of employee relations. The only formal relationship between CSR and HRM in Thailand started with the Thai Health Promotion Foundation (ThaiHealth) an autonomous government agency cooperating with the Sustainable Business Development Institute, as well as NGOs and the Stock Exchange of Thailand. This shows the government take leadership in promoting CSR for employees. The government launched the “Happy 8 project” in 2011 (Happy Workplace, 2011) to promote CSR for employees. The Happy 8 project reflects the relationship between CSR and HRM in Thailand. This project promoted CSR implementation inside companies to improve company performance and employee satisfaction. This is because, despite the many years since CSR was introduced in Thailand, several companies still consider CSR in terms of philanthropic activities, linking it to religion and Thai culture. The Thai government acknowledged the global pressures as regards environmental and social issues; thus, this project was launched to help companies understand CSR more clearly, and to recognize how to implement CSR inside companies, by using clear language to explain and integrate these concepts with Thai culture.

HRM department in Thailand focuses on employee happiness and uses internal communication to communicate happiness approaches through work systems. This generates a good working environment by providing activities for developing physical and mental resilience, encouraging attitudes of sharing and giving, and designing work process systems to be smoother and more effective for everyone in the company. The HR department should be able to act as the middleman that can facilitate and support happiness in the workplace through HRM activities such as safety and health, training and development, and remuneration and welfare (Kaepijit *et al.*, 2014). However, HRM

departments in Thailand had not linked CSR within HRM functions (Prayukvong and Olsen, 2009). Thus, Prayukvong and Olsen (2009, p.33) suggested that the Thai government should support “the approach of CSR as a human resource management tool, because not only will CSR help minimize business risks and enhance staff morale and loyalty to companies, but it also makes business become an important constituency in empowering their employees to become good human capital for society”. Thus, how far Thai HRM department are involved in CSR is under-researched (Mongkolkachit, 2016; Prayukvong and Olsen, 2009), a shortcoming this thesis seeks to correct.

Furthermore, Prayukvong and Olsen (2009) has suggested that MNCs and large companies are pioneers in activating CSR implementation in Thailand. However, the study of relationship between CSR and HRM in MNCs and its supply chain companies in Thailand are still in its infancy in terms of company practices. Moreover, companies’ lack of knowledge and motivation on the benefits of engaging in CSR is a major factor. Thai companies see the benefits of CSR in terms of building a good image and community trust, combined with the aspects of Thai culture and religion that concern being generous and charitable. Similarly, companies in Thai automobile industry have focused on the environmental issues rather than other issues (Prayukvong and Olsen, 2009; Ratanajongkol *et al.*, 2006). This indicates that local companies contribute to CSR through philanthropy, and volunteering through the community, more than implementing CSR into their strategies and operations. The internal dimension of CSR in companies has remained unexplored. In particular, this study will improve the understanding of the features of the relationship between CSR and HRM in the automobile industry, as an understanding of their inter relationship is made clearer.

The above discussion shows that MNCs are involved in various types of CSR activities in HRM practices; however, how far MNCs and supply chain companies implement CSR in the HRM field

remains open to debate. Thus, this study attempts to fill this research gap by examining CSR-HRM links in MNCs, and supply chain companies in the automobile industry in Thailand.

2.4 Literature on Human Resource Management

This study aims to investigate the relationship between CSR and HRM; therefore, it is essential that the HRM literature is reviewed before discussing its relationship to CSR. Human resource management was originally defined as all aspects of how employees are managed and employed in a company (Armstrong, 2012). The term “HRM” can be traced back over the past decades and first stems from personnel management (PM) (Hotchkiss, 1923). PM (Marchington and Wilkinson, 2012, Armstrong, 2012) was the department responsible for controlling employees and helping them work more efficiently in pursuit of company goals, in addition to having a welfare dimension. This concept included various practices, such as salary administration, recruitment and selection, and handling and solving employee problems (i.e. welfare) (Martin and Fellenz, 2010; Legge, 1995; Huse and Cumming, 1985). Following increased attention on public policies after World War II, the Hawthorne study pioneered human resource management. This was led by Elton Mayo, who is often considered the father of human resource management. The term “human resource” became popular parlance through British academics in the 1970s (Hendry and Pettigrew, 1991) replacing PM. HRM is the approach to employing and developing people, concerned with all factors of how people are managed in organisations (Armstrong, 2012). This is because employees are deemed the most valued asset to increase organisational performance; however, they have been regarded as a cost, with their ability hard to manage (Marchington and Wilkinson, 2012). Thus, organisations have to understand, manage, innovate, and learn about employees by using management functions. HRM has been related to a variety of human activities, such as recruitment and selection, reward, development, remuneration,

appraisal and communications (Armstrong, 2012). HRM functions may be used to manage employment, which influences organisational performance and supports organisational decision-making about people.

The most popular definition of HRM is suggested by Storey (1995, p.5): "HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques". In other words, HRM combines various human resource techniques through its functions to manage and retain talented employees. HRM in recent years has expanded its practices which are now more complicated and involve a variety of factors. As Boxall *et al.* (2007) pointed out, HRM covers and integrates a huge number of activities across occupations, organisational levels, demographics, labour economics, industrial relations, business units and industries, and social issues.

HRM practices over the last few decades have been particularly concerned with employees in terms of wellbeing, and ethics (Garriga and Melé, 2004; Guest, 2002). HRM is often encouraged to integrate ethics, human rights and labour rights into its practices (Legge, 1995). Ackers (2006, p.427) stated that employment ethics "involves the application of general moral disciplines to the management of employees' wages and conditions". HRM philosophies relate to the management's beliefs and people's concerns about employee needs, their approach to work, and how they should be treated. HRM philosophy is based on ownership beliefs, company strategies, employee potential and limitations, quality of working life, employee commitment, and company culture (Farnham and Pimlott, 1992). Thus, the scope of HRM is a large topic that helps companies to recruit, train, develop, and retain employees. It is concerned with the employee dimensions in the company.

A review of the literature (Banfield and Kay, 2012; Armstrong, 2012; Rimanoczy and Pearson, 2010; Cohen, 2011; Taylor, 2011) indicated there are eight core HRM functions. These functions were summarised based on the literature reviews in eight topics in this study. First, recruitment and selection involves attracting the workforce to work for the company and selecting the best and right applicants suitable for the company. Second, performance management is necessary in guaranteeing that employees stay productive, effective and efficient. Performance management is a process for improving employees and organisational performance. HRM sets and provides the individual and company goals as well as key indicators of good performance to help employees understand and achieve them. This links to the assessment approach and effects reward and career development (Pulakos, 2009). Third, Employee well-being is related to satisfied employees as regards what they do and how they are treated. This links to the fundamental concepts of the human being, quality of working life, working environment, health and safety, job design, and work-life balance (Taylor; 2008; Wilson, 1973). Fourth, the compensation and benefits function consist of setting remuneration structures and providing benefits to retain employees. The main idea is that HRM ensures that the right employees get the right amount of salary and benefits for their hard work. This links to fairness, non-discrimination, and diversity issues for employees in terms of motivating them to maintain their performance and ability. Moreover, it does influence the cost-effective methods for the company. This issue is all about the money relating to financial laws and regulations such as minimum wage regulations, as well as to government departments and unions. Fifth, training and development provides the necessary training and development courses to help employees improve themselves. Moreover, this function provides orientation training for new employees and develops employees looking for promotion opportunities. Human resource learning and development is recognised as the approach of development, training, education and learning that gives individual employees the equal opportunity to increase their ability

and maximise their potential, guaranteeing that the company has employees who have an appropriate and high level of knowledge, skills, and abilities to support company achievement (Harrison, 2009).

Sixth, the health and safety function creates regulations and rules to ensure compliance with health and safety laws. Seven, strategic HRM refer to human resource professionals being able to make a direct impact on a company's strategies, objectives, goals and growth. HR professionals have to implement a strategic approach to retaining, improving and developing human resources to fit the performances of the company. Finally, employee and labour relations defines the employee rights and coordination with unions and the mediation of disagreements between employers and employees. Labour relations refers to the management of employment relationships between employers and employees. This is because there may be tensions between company goals (profitability, growth, and survival) and employee needs (high income and benefits, and good working conditions). The labour relations approach attempts to balance the conflict of interests between employers and employees and deals with unions in terms of industrial relations (Guest, 2007). The major HRM activities are those HRM functions in companies, dealing with its tasks and duties to fulfil organisational and employee interests. HRM functions can include one individual or an entire department. According to Armstrong and Taylor (2015, p.42), "the role of HR professionals varies wildly according to the extent to which they are generalist (e.g. HR director, HR manager, HR officer) or specialist (e.g. head of learning and development, head of talent management, head of reward), the level at which they work (strategic, executive or administrative), the needs of the organisation, the view of senior management about their contribution, the context within which they work and their own capabilities". HRM practices also focus on employment laws, handling employee problems, leadership, managing diversity, CSR, ethical HRM, sustainable HRM, and human resource management research.

2.5 Literature on Sustainable Human Resource Management

According to the related CSR and sustainable development (SD) concepts, CSR is one of several practical tools through which a company can practice activities to achieve social goals in terms of SD. SD is meeting the needs of a firm's direct and indirect stakeholders, such as shareholders, employees, clients, pressure groups, and communities, without also compromising its ability to meet the needs of future stakeholders (World Commission on Environment and Development (WECD), 1987). CSR is focused on HRM departments that mention how to help employees achieve standards (Mansur, 2007; Hockerts *et al*, 2008; Harrington, 2008), retain employees and address employee motivation (Phillips and Phillips, 2012), educate and encourage employees' responsible behaviour inside and outside the organisation (Edwards and Rees, 2011), evaluate employee performance (Muster and Schrader, 2011), and create shared value concepts focusing on the relationship between social and economic approaches which generate greater growth for the organisation and benefits for society (Porter and Kramer, 2011). However, these are activities that have occurred in organisations, and cannot be extended further to the whole of society.

According to the Brundtland Commission from the U.N.'s World Commission on Environment and Development in 1987 to develop the concept of sustainability and sustainable development, human capital was identified as a very important factor for building sustained competitive advantage (World Commission on Environment and Development, 1987). Nowadays, sustainability is recognised by several organisations as a significant issue in constructing organisational success (Lis, 2012; Ehnert and Harry, 2012). This has led many academics to attempt to link sustainability and organisational functions, especially in the HRM department, so as to potentially contribute to sustainable development in terms of employee engagement (Cohen *et al.*, 2012). According to Ehnert (2006; Lis, 2012; Ehnert,

2008), sustainability is an increasingly challenging issue for HRM because various organisations point out that employees are a cost and that they attempt to minimise costs. However, HRM has viewed employees as adding special value to a business operation (Lis, 2012). Consequently, the relationship between CSR and sustainability has considered expanding the perspective of HRM strategy and practice (Lis, 2012). The relationship between CSR and HRM, especially in terms of work-life balance, diversity, and job security may help develop sustainable HRM (Stefano *et al.*, 2017).

The relationship between CSR and sustainability needs to be discussed, as CSR is one of the three key aspects of the sustainable development concept (Ebner and Baumgartner, 2006). The sustainability and HRM relationship focuses on how the HRM department can help the organisation manage their employees to achieve organisational and societal objectives (Mariappanadar, 2003). Moreover, Spooner and Kaine (2010; Zaugg *et al.*, 2001) suggest that sustainable HRM addresses how HR practices and strategies contribute to environmental sustainability and focuses on the sustainability of individual workers, especially work-life balance, employability and employee wellbeing (Pfeffer, 2012).

Pfeffer (2012) identified sustainable HRM as involving five aspects: provision of health insurance, effects of layoffs, work hours and work-family conflict, work stress and inequality. These aspects are also the essential components of CSR in HRM practices. Ehnert and Harry (2012) define sustainable HRM as the HRM process of helping employees to help themselves and to reconsider the organisation's objectives, especially the concept of success. Several definitions of sustainable HRM are provided by academics. According to Gollan *et al.* (2001, p1497), sustainable HRM is "the capacity of organisations to create value, thereby having the ability capacity to regenerate value and renew wealth through the application of human resource policies and practices". Cohen *et al.* (2011, p1) state that sustainable HRM can be defined as "using the tools of HR to create a workforce that has the trust,

values, skills and motivation to achieve a profitable triple bottom line.” Other definitions include that of German author Zaugg (*et al.*, 2001 translated and cited in Ehnert and Harry, 2012, p6), who states that sustainable HRM is the “long term socially and economically efficient recruitment, development, retaining and unemployment of employees”. Muller-Christ & Remer (1999, translated and cited in Ehnert and Harry, 2012, p6) further define sustainable HRM as “what organisations themselves have to do to in their environments to have access to highly qualified people in the future”. These four definitions attempt to explain what sustainable HRM should be and reveal differences in company implementation for sustainability implications in HRM (Stankviciute and Savaneviciene, 2013). Sustainable HRM requires treating employees in a socially contextual way, such as by improving employee well-being and working conditions (Ehnert, 2011). However, the sustainable HRM concept has still not been clearly defined (Stankviciute and Savaneviciene, 2013; Rompa, 2011; Ehnert, 2006). Some works in the literature have stated that CSR which focuses on employees helps HRM transform itself into sustainable HRM (Lis, 2012; Becker, 2011; Clarke, 2010; Cohen, 2010; Ehnert, 2009). For example, Lis (2012) noted that HR departments should practise different CSR aspects in terms of diversity, discrimination, equality, and responsible work conditions to develop sustainable HRM practices to contribute to sustainable HRM. However, scholars attempt to acknowledge CSR-sustainable HRM links, yet little is known about how CSR principles and the roles of HRM work to develop sustainable HRM (Ehnert, 2008; Backes-Gellner, 2004; Brewster and Larsen, 2000). The above discussion reveals some connections between CSR-related HRM and sustainable HRM. This demonstrates the need for developing the interpretation and perception of sustainable HRM of companies operating in Thailand. This is a challenge this thesis seeks to respond to.

2.6 The Relationship between CSR and HRM

The first involvement of human resource management with CSR is considered to be in 1920 when the Hawthorne effect (Mayo *et al.*, 1939) was presented and is broadly referred to in the HRM and organisational behaviour field (Banfield and Kay, 2012; Armstrong, 2012). This was the first study to recognise the social and psychosomatic contexts of employee behaviour (Banfield and Kay, 2012). HRM concepts usually focus on the well-being and administration of employee motivation and job satisfaction, which improve the capability of the organisation (Taylor, 2011). Over the past few decades HRM has been concerned significantly with human resource ethics (Pinnington *et al.*, 2007; Wibstanley and Woodall, 2000), flexible employment (Houston, 2005), and family-friendly, work-life balance (Blyton *et al.*, 2006), all of which respond to stakeholder expectations and organisational competitiveness (Storey, 2007; Shen, 2011). Thus, human resource management (HRM) is a support activity in the value chain process (Porter and Kramer, 2006) that “consists of people who are specialised that deal with the administration and management of employees” (Banfield and Kay, 2012, p32). This can engage HRM and consider broadening its responsibilities to explore and integrate CSR into its roles and functions. This is because successful CSR relates to employees (Cohen, 2010, p14; World Business Council for Sustainable Development (WBCSD), nd, p3, Ahmed, nd, p2), and this is an HRM responsibility, to manage people in the organisation. CSR and HRM overlap in several areas, especially stakeholders. CSR stakeholders are similar to HRM’s stakeholders, such as employees, customers, and investors. Stakeholder theory researchers (for instance, Bolton *et al.* (2011), Stites and Judd (2011), Cohen (2010), Pferrer (2010), Freeman (1948)) have stated that employees are the key influence in the CSR process because they run the organisation, have responsibility for organisational practices, and engage with the other stakeholders. The United Nations Global Compact (2000) provides a useful

guideline, which is called 'The CSR principle of HRM', to instruct the HRM department on how to implement CSR.

The CSR principles of HRM refers to the ISO 26000 three core subjects: human rights and labour practices (OECD, 2017) with the scope on treating all individuals with respect; making special efforts to help people from vulnerable groups and providing just, safe and healthy conditions for workers; and engaging in two-way discussions to address workers' concerns. These link to CSR principles as equal opportunities, working hours, training, fair wages, health and safety, diversity, work-life balance, discrimination, and flexible working (OECD, 2017; Buciuninen and Kazlauskaite, 2012; Meisinger, 2007; Graafland and Van de Ven, 2006; Castka *et al.*, 2004) and have been regarded as the prevalent topics of HRM. The seventeen principles of the United Nations Global Compact (2000) are the CSR principle guidelines for HRM to implement CSR (detail in Appendix 1, p.495) including respecting human rights, engaging employees in CSR activities, respecting labour rights, avoiding child labour, as regards privacy, promoting a diverse workforce, promoting non-discrimination, providing equal access to employment opportunities, ensuring career development, paying a living/minimum wage, addressing work-life balance, offering flexible working, providing stress management, promoting health and wellbeing, enabling childcare, elderly care and caring for employees, dealing with HIV/AIDs in the workplace, and providing a good working environment. Avoiding child labour, for example, refers to children who work at too early an age. The company should be aware of and respond according to the policies and regulations covering child labour in each country as well as international standards such as ILO Conventions No.182 (1999). The other example is providing a good working environment refers to workplace culture, physical environment, health and safety, lifestyle practice, and a supportive workplace environment that the company should provide to employees. CSR principles are the

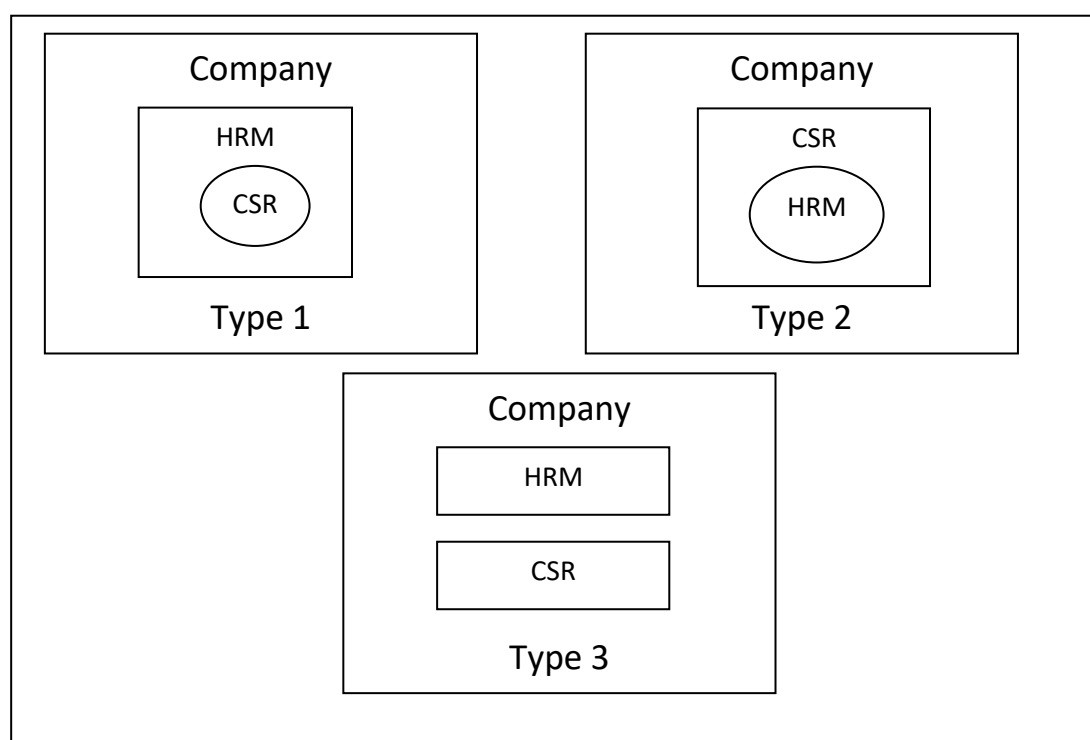
expression of company values as concerns looking after each employee (Tonysheva and Chumlyakova, 2016). The purpose of these activities is that they be applied with HRM department to provide sustainable value for employees at all levels. Thus, CSR can be identified as offering an important contribution to HRM through the seventeen CSR principles.

A model of the relationship between CSR and HRM is presented in Figure 2.1. This starts with analysing stakeholder concerns in the business and the business's situational factors. This can be linked to the CSR circumstances in which the companies are operating and located in society, consuming resources and producing pollutants or creating social issues. Moreover, conflicts of interest between companies which limit compensation costs and raise productivity levels and their stakeholders, especially customers, employees and society, have driven corporations to take responsibility for their behaviour (Vickers, 2005). Thus a company finds ways to react to these pressures. CSR is a choice that involves various dimensions that influence almost all aspects of an organisation (Lam and Khare, 2010; Maon *et al.*, 2009). CSR provides a paradigm shift from the traditional organisation that is primarily concerned with economic performance and growth, productivity, and gaining competitive advantage, towards integrating and balancing broader stakeholder interests and situation factors (Vickers, 2005; Lam and Khare, 2010). The model of the relationship between CSR and HRM determines the policy choices which are involved with HRM functions, such as policy and strategic management, recruitment and selection, reward management, work systems, and welfare systems, so as to respond to stakeholder requirements and situational factors. Thus, HRM can implement CSR into its functions to respond to organisational pressures which need the engagement and support of organisational members (Armstrong, 2011; Lam and Khare, 2010; Mutch, 2009). HRM can perform different roles that have been matched with planning and policies (Hendry and Pettigrew, 1991, Caldwell, 2008) to achieve HRM

outcomes. This choice will lead to HR outcomes, which concern commitment, competence, congruence and cost-effectiveness, as well as leading to long-term consequences such as individual well-being, organisational effectiveness and societal well-being (Guest, 1997). The HR role has been matched with planning and policies to construct organisation strategy. There have been several attempts to classify the HR role in its functions. In the 2000s, the HR as strategist, which is likely importance, was broadly espoused both in the professional and academic areas (Hendry and Pettigrew, 1991, Caldwell, 2008), especially after Ulrich and Brockbank introduced their idea of strategic partner (Ulrich, 1997) in 1997. This role addresses HR as being recognised and involved with the external organisation influences that affect the organisation. This is because an HR strategist might look forward to adopting outside influences to create real solutions and add real value by using organisational human resources.

The relationship between CSR and HRM also overlaps with respect to values, and goals. According to Gond *et al.* (2011), the relationships between the CSR and HR department can take the form of three “ideal types” (see Figure 2.2) (2011, pp121). Firstly, “CSR as a part of the HR department that CSR is located within the HR functions”, whereby the HR department has launched CSR. Secondly, “CSR as a function shared across departments or emerging from another department than HR” requires coordination between departments. Finally, “CSR as a separate function” might engage with HR in the actions that relate to employees. This concept helps identify the position of the HRM department in CSR and determine the intensity of the HRM department in CSR participation in the organisation. This relationship leads to HRM functions possibly helping the organisation achieve CSR goals.

Figure 2.2: Three Ideal Types of the Relationship between CSR and HRM



Sources: Gond *et al.* (2011)

The Chartered Institute of Personnel and Development (CIPD, 2009, p2) states “HR has a key role in making CSR work”, which is a business partner role in developing HRM strategies to focus on CSR (Ulrich *et al.*, 2005). Likewise, Armstrong (2011, p185) explained that “CSR without HR runs the risk of being dismissed as PR or shallow ‘window-dressing’ and CSR is an opportunity for HR to demonstrate a strategic focus and act as a business partner”. Moreover, Mees and Bunham (2005, cited in Cohen, 2010, p14; World Business Council for Sustainable Development (WBCSD), nd, p3, Ahmed, nd, p2) stated that “CSR minus HR is PR”. Wilcox (2006) also supported the idea of HR as a key element of CSR. According to McGuire (2001, p.508), “HR can play an important role in reminding organisations of their social and moral responsibility”. These show that HRM is an important key success factor for CSR (Cohen, 2010; Inyang *et al.*, 2011; Fenwick and Bierema, 2008; Sharma *et al.*, 2009).

Previous studies (Hockerts *et al.*, 2008; Hitchcock and Willard, 2009; Muster and Schrader, 2011; Porter and Kramer; 2011), have addressed, the relationship between CSR and HRM according to four themes of engagement. Firstly, CSR is the foundation concept of HRM practices, and is interpreted to mean how to help employees reach a specified standard of labour and human rights (Mansur, 2007; Hockerts *et al.*, 2008). Human rights are rights inherent to all human beings equally, whatever the nationality, place of residence, sex, national or ethnic origin, colour, religion, language, or any other status (The Office of the United Nations High Commissioner for Human Rights, nd). Labour rights consist of human life in the workplace and the right to work itself (ILO, 1998). However, CSR is the foundation concept of HRM practices, which concerns employees as human beings (Banfield and Kay, 2012; Phillips and Phillips, 2012), and helps HR organise its functions to retain employees and focus on employee motivation (Phillips and Phillips, 2012) and engagement (Harrington, 2008). For example, the ILO suggested that HRM be identified with human rights and those understanding labour rights should be a priority. Secondly, CSR as an education and training concept encourages employees to act responsibly both inside and outside the organisation (Edwards and Rees, 2011). Such employees have to understand, support, and implement CSR into their jobs before it is carried out to external stakeholders. Therefore, HRM has to educate them on why CSR matters and what it means to the organisation (Hockerts *et al.*, 2008).

Thirdly, CSR as a performance indicator or competency concept that contributes to successful management (Muster and Schrader, 2011) by determining CSR as the key performance or competency indicator for evaluating employee performance. CSR in this context is used as a method for positive behaviour, incentive performance (WBCSD, 2008), transformative change and improving productivity (Hitchcock and Willard, 2009). For example, the number of participants within community voluntary

activities and programmes is one of the key performance indicators used for reward systems. This concept is influential in aligning employees with an organisation's CSR strategy. This above study suggests that CSR is a strong indicator of performance management; however, this fails to capture the multidimensionality of CSR such as diversity and employee relations.

Finally, CSR creating shared value concepts focuses on the relationship between social and economic approaches that generate greater growth for the organisation and benefits for society (Porter and Kramer, 2011). These include, for example, Johnson and Johnson (2012) investing in wellness and prevention programmes, such as web-based digital health coaching solutions that provide unique and personalised health coaching for each individual, be they, employees and their families, customers, or people who want to improve their behaviours in areas like weight, stress management, physical activity, and smoking cessation. The programme connects society and organisational benefits because employees and their families and the labour force as a whole have become healthier, and the organisation minimises costs by reducing employee absences, employee turnover and lost productivity (Johnson and Johnson, 2012; Porter and Kramer, 2011). HRM may play a key role in CSR issues, which significantly involve employment aspects that are generally considered HR roles within the organisation (Storey, 2007; Edwards and Rees, 2011; Taylor, 2011; Banfield and Kay, 2012). Given the previous studies above, the relationships between HRM practices and CSR can be presented, as shown in the table below. These studies provide suggestions regarding ways HRM practices can implement CSR in different HRM functions.

Table 2.5: The Relationship between HRM Practices and CSR Implementation

HR's Practices	CSR implementation	Articles
Strategic HRM	<p>To expand HR policy and systems on CSR practices relating to employees, such as diversity, human rights, and employee voice.</p> <p>To communicate and promote CSR strategies and organisation code of ethics formulating employee involvement.</p> <p>To determine how employees can become involved in CSR.</p> <p>To encourage employees to engage in voluntary activities.</p> <p>To identify and successfully measure and evaluate CSR activities that contributes to developing organisation performance.</p> <p>To explore and develop a code of conduct.</p> <p>To address transparency and accountability in HRM systems.</p>	<p>Cohen et al., 2012; Armstrong, 2011;</p> <p>Inyang et al. 2011; Lam and Khare, 2010; Sharma et al., 2009; Hitchcock and Willard, 2009; Harrington, 2008;</p> <p>Cliff Stevenson Consulting and Simply CSR Ltd, 2008;</p> <p>Wirtenberg et al., 2007;</p> <p>Lockwood, 2004; Fernandez et al., 2003;</p> <p>Ahmed, nd</p>
Recruitment and selection	<p>To integrate CSR foundation concepts, such as equality, diversity and discrimination into the recruitment and selection approach to enhance organisation image.</p> <p>To attract, motivate talent applicants work with the organisation.</p> <p>To identify CSR as a competency that applies to recruitment and selection requirement.</p>	<p>Cohen et al., 2012; Gond et al., 2011;</p> <p>Sharma et al., 2009;</p> <p>Hitchcock and Willard, 2009;</p> <p>WBCSD, 2008;</p> <p>Nijhof et al., 2006; Ahmed, nd</p>
Learning and development	<p>To provide information and guidelines to increase awareness and knowledge about CSR by orientation, training, learning, education and individual developing approach.</p> <p>To create CSR knowledge based on social and environmental issues surrounding the company, stakeholders' interests, and industry's standards.</p> <p>To design and provide training, learning, and developing programs that are necessary for employee wellbeing.</p> <p>To provide training and educational opportunities available for all employee levels.</p> <p>To integrate CSR concepts to designing training programs that improve organisation performance and innovations.</p>	<p>Cohen et al., 2012; Armstrong, 2011;</p> <p>Rimanoczy and Pearson, 2010; Lam and Khare, 2010;</p> <p>Sharma et al, 2009;</p> <p>Hitchcock and Willard, 2009;</p> <p>Fenwick and Bierema, 2008;</p> <p>Harrington, 2008;</p> <p>WBCSD, 2008; Wirtenberg et al., 2007;</p> <p>Ahmed, nd</p>
Performance management	<p>To identify CSR as a performance indicator and competencies factors into the HR appraisal, which is used in employee behaviour measures.</p> <p>To realise CSR principles such as human rights and labour rights and justify employee performance.</p>	<p>Lam and Khare, 2010;</p> <p>Harrington, 2008;</p> <p>Hockerts et al., 2008</p>

HR's Practices	CSR implementation	Articles
Remuneration and reward management	<p>To identify CSR as a management target, reinforce employee personal incentives such as bonus and benefits.</p> <p>To design motivation system, remuneration and reward management based on CSR initiatives.</p> <p>To link research, creativity and innovation that improves, develops, and designs on CSR initiatives, which resolve, increase, or develop organisation performance, with a reward system.</p> <p>To provide competitive wages and benefits.</p>	<p>Sharmar <i>et al.</i>, 2009;</p> <p>Hitchcock and Willard, 2009;</p> <p>Hockerts <i>et al.</i>, 2008;</p> <p>Harrington, 2008;</p> <p>Lockwood, 2004;</p> <p>Fernandez <i>et al.</i>, 2003</p>
Labour relations	<p>To concern with human rights and labour rights whereby employees have freedom of association.</p> <p>To support labour union participation in CSR initiatives.</p>	<p>Preuss <i>et al.</i>, 2009;</p> <p>Lockwood, 2004</p>
Employee wellbeing, work-life balance and health and Safety	<p>To identify health and safety standards.</p> <p>To concern with employee health and safety in and out the workplace, which covers both physical and psychological.</p> <p>To provide a safe work environment that restricts the amount of stress from work hours and the direct and indirect impact on employee's health.</p> <p>To address with disabled employee facilities.</p> <p>To respect human rights and labour rights, which are reflected in transparency and accountability of organisation.</p> <p>To provide programmes and activities with rights and fairness such as harassment-free and family-friendly work environments.</p> <p>To support and encourage voluntary employee participation in community and social activities.</p> <p>To support and encourage employees to contribute to decision-making processes.</p> <p>To provide retirement and layoff programs for employees.</p> <p>To empower people.</p>	<p>Cohen <i>et al.</i>, 2012;</p> <p>Gound <i>et al.</i>, 2011;</p> <p>Wirtenberg <i>et al.</i>, 2007</p> <p>Armstrong, 2011;</p> <p>Hitchcock and Willard, 2009;</p> <p>WBCSD, 2008;</p> <p>Cliff Stevenson Consulting and Simply CSR Ltd, 2008;</p> <p>Lockwood, 2004</p>
Ethics management	To support diversity, non-discrimination, fairness and equality	Lam and Khare, 2010

Source: Author's own construction

Drawing on these studies (summarised in the above table), HRM can be seen to involve CSR in a variety of dimensions which link employee and social satisfaction, and organisational performance.

Gond *et al.*'s (2011, p 129) study discovered that the intensity of HRM has contributed to CSR on four

levels. Firstly, at the functional level, where the understanding of CSR and HR roles and functions are clear, such as designing and providing training, learning, and development programmes for CSR. Secondly, on a practical level, HR roles and functions are designed to support innovative CSR practices and programmes, such as training, learning, and development programmes, which are designed for employee wellbeing. Moreover, this is HR practising CSR foundations in its own function areas, such as human and employee rights. Thirdly, on a relational level, HR processes support employee engagement and CSR practices, such as encouraging employees to engage with CSR voluntary activities. Finally, at the cognitive level, the CSR concept is manifested through the organisation and its strategies, by means such as communicating and promoting CSR strategies.

Dupont *et al.* (2013) supported the idea that HRM should take responsibility in implementing CSR into its functions and ensuring that HRM practices are considered among the social and environmental issues of company activities. Moreover, Alcaraz *et al.*'s (2015) working paper on HRM contributes by noting that HR practices are well located to help a company learn about social and environmental issues, such as providing training programs, helping a company to design its policies on CSR and sustainability, encouraging employees to support community activities, and helping a company to improve employee well-being. The literature reviews such as Chih *et al.*, (2010); Schuler and Jackson (1987), found that the relationships between CSR and HRM practices depended upon institutional and organisational theories. For example, Spencer and Bourlakis (2009) suggested that the roles of HR in CSR depend on internal and external variables, such as company size, supply chain and social pressures, ownership, and CSR understanding. Furthermore, Gond *et al.* (2011) believe that the relationship between CSR and HRM is greatly influenced by organisational culture, strategy, and structure. Likewise, Sheeny (2014) supported the idea that social phenomena are linked to the connections between CSR and HRM. In addition, Cohen (2010) noted that embedding CSR requires all

parts of a company and all the employees to be engaged in the CSR strategy and to practice to succeed. Olkinuora's (2018) study supported the above with the finding that the size and structure of a company and the organisational contextual factors affect the roles of HRM in developing CSR. It requires the discipline of company culture to educate, engage, and empower its entire workforce. Thus, the HR function has a critical responsibility in making this happen. An interesting debate is raised as to what effect HRM roles have on CSR. Many scholars (Sarvaiya *et al.*, 2016; Armstrong, 2014; Buller and McEvoy, 2012; Ulrich, 1997) have stated that HR can perform as a strategic partner to develop CSR strategy. HR has three main roles when implementing CSR: administrative expert (Jamali *et al.*, 2016), change agent (Inyang *et al.*, 2011; Zappala, 2004; Buyens and Devos; 2001), and educator (Lam and Khare;2010). Thus, this research attempts to understand the gaps through integrating the works of CSR and HRM scholars which explore the role that HRM plays in CSR for companies operating in Thailand.

Although HR plays an important function in the implementation of CSR (Cohen, 2011), there has been little research on how HR might help and engage the organisation in operationalising CSR (Gond *et al.*, 2011; Lam and Khare, 2010; Rimanoczy and Pearson, 2010). However, some literature (Gond *et al.*, 2011; Chih *et al.*, 2010; Garavan and McGuire, 2010; Fenwick and Bierema, 2008; The European Commission (2001) suggests that there are two ways to explain the relationship between CSR and HRM. First, CSR principles such as common human rights, labour rights, fair, diversity, equality, non-discrimination and work-life balance were implemented into HRM practices (CSR to HRM Approach) (GRI, 2013; Welford, 2005; Graafland *et al.*, 2003; The European Commission, 2001). For example, some literature (Sarvalya and Eweje, 2016; Bjerregaard and Luring, 2013; Armstrong, 2012; Emmott and Worman, 2008; Collier and Esteban, 2007) indicate that CSR principles such as diversity, workplace conditions among others are good HR practices which the HRM department could implement into HRM practices.

Another perspective on the relationship between CSR and HRM highlights the roles of HR in implementing CSR in companies (HRM to CSR Approach). The literature (Maon *et al.*, 2009; Carroll and Buchholtz, 2008; Truss *et al.*, 2013) argues that potential HR staff can be involved in developing and implementing CSR strategy with structuring CSR vision, policy, framework, objectives and stakeholders. Besides, HRM contributes to increasing employee awareness to ensure understanding of CSR through training and learning programs (Pless *et al.*, 2012; Bhattacharya *et al.*, 2008). Furthermore, HRM can be change agent by influencing employee behaviour through creating CSR culture (Lam and Khare, 2010). Another contribution HR can encourage employees to participate in the social and environmental initiatives of the company (Haski-Leventhal, 2013; Lockwood, 2004; Geroy *et al.*, 2000). Several scholars (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Cohen *et al.*, 2012) have attempted to describe HR's role in CSR and sustainability, and five HR roles have been explored in terms of CSR. These key roles that influence CSR successfully are strategic partner, change agent, employee champion, administrative expert and educator (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Lam and Khare, 2010; Cohen *et al.*, 2012). All are clearly evident and recognised in HRM practices (see Table 2.6).

First, strategic partners have played a key role in HRM in recent years. HR has the duty to ensure that organisational strategy, especially CSR, is supported by HRM functions (Vickers, 2005; Wirtenberg *et al.*; 2007). Second, the leadership role as "the eyes and ears of the organisation" (Lockwood, 2004, p5) helps the organisation to engage with CSR by playing a proactive role (Gond *et al.*, 2011; Wirtenberg *et al.*; 2007). HR leaders can help address and develop creative approaches to CSR, which identify social problems and networks with other HR professionals, explore partnerships with other organisations, contacts, local organisations and persuade employees to have positive attitudes regarding CSR

initiatives (Lockwood, 2004; Cohen *et al.*, 2012). This leads to HR's role as a change agent and that HR has mutual respect and through open and truthful communication uses motivation factors to encourage employees to acknowledge the CSR strategy and make it happen (Lockwood, 2004; Wirtenberg *et al.*, 2007; Lam and Khare, 2010). On the other hand, HR has to encourage the CEO team to understand CSR, as it involves employee rights (Lockwood, 2004). According to Hitchcock and Willard (2009) CSR is an organisational and cultural change with HR having the relevant knowledge and skills to manage it (CIPD, 2002). Third, the employee advocate role leads HR to consider CSR issues such as fairness, diversity and health and safety areas, to ensure employees receive fair and equitable opportunities practices and resources. Thus, HR focuses on employee-centred aspects such as development and commitment (Arrowsmith and Parker, 2013) that involve social voluntary activities (Dupont *et al.*, 2013). Four, the administrative expert role refers to routine duties and employee-oriented management. This contributes to reengineering traditional HR practices such as recruitment and selection, performance management, and rewards and remuneration (Sarvaiya, 2014) which concern human rights, labour rights, diversity, discrimination, equal opportunity, work-life balance and quality of life without any bias. For example, the evidence from Haski-Leventhal, RoZa and Meijs (2017) suggests that employees increasingly prefer to work with companies that implement social responsibility especially for internal stakeholders. Finally, the educator in a functioning expert role (Ulrich, 2005) has the key responsibility (Lokhandwala, 2005; Hockerts *et al.*, 2008; Lam and Khar, 2010) to provide information and guidelines to increase awareness and knowledge about CSR for the employees, executive management team, and HR professionals (Rimanoczy and Pearson, 2010). This was supported by the Dupont *et al.* (2013) study which showed that the human capital developer and employee advocate roles are affected by CSR. The human capital developer role focuses on training on CSR and related topics.

The above provides a summary of the potentially various HR roles in the implementation and development of CSR in developed countries. Indeed, there has yet been little study conducted in developing countries (Cohen, 2010). To sum up, the above discussed HR roles from existing literature, as demonstrated in Table 2.6. This table deals with CSR in HRM practices, especially in HR roles such as that of strategic partner, change agent, employee champion, and administrative expert. This table helps present the CSR practices in HRM roles.

Table 2.6: Relationship between CSR and HRM in HR roles

HRM roles	Literatures	
	HRM to CSR Approach	CSR to HRM Approach
1.Strategic Partner	HRM contributes to CSR development and gathering information about CSR orientations from inside and outside the company. HRM implement CSR in company and generates value creation for society. However, social and environment topics are added into company strategy to improve company finance, public image and performance.	CSR is embedded and integrated in HRM strategy in terms of diversity, discrimination, human rights, labour rights, equality to improve employee wellbeing. HRM takes responsibility for management of employees as human capital and valuable stakeholders.
2.Change Agent	HRM understanding and awareness that CSR will affect the company and they promote it through training and development practices. HRM launches and leads CSR activities and projects.	CSR promotes and is aware of CSR concepts regarding diversity, discrimination, human rights, labour rights, and equality that might shape the decision making of CEOs on issues concerning employees.
3.Employee Champion (Employee Advocate)	HRM encourages employees to participate with CSR activities such as sharing CSR information and providing facilities that help employee involvement with social voluntary activities.	HRM drafts and implements employee codes of conduct and gathers employee needs and information in relation to CSR. Moreover, HRM could address human rights and labour rights such as employees having freedom of association and supporting labour union participation in CSR initiatives.
4.Administrative Expert	HRM supports CSR strategy and concepts though it functions and practices. This translated CSR strategies into HRM practices. Ethical HRM behaviour is required to develop CSR culture in company.	The CSR principles such as diversity, discrimination, equal opportunity, fairness and transparency, work–life balance and quality of life are implement into HRM functions:

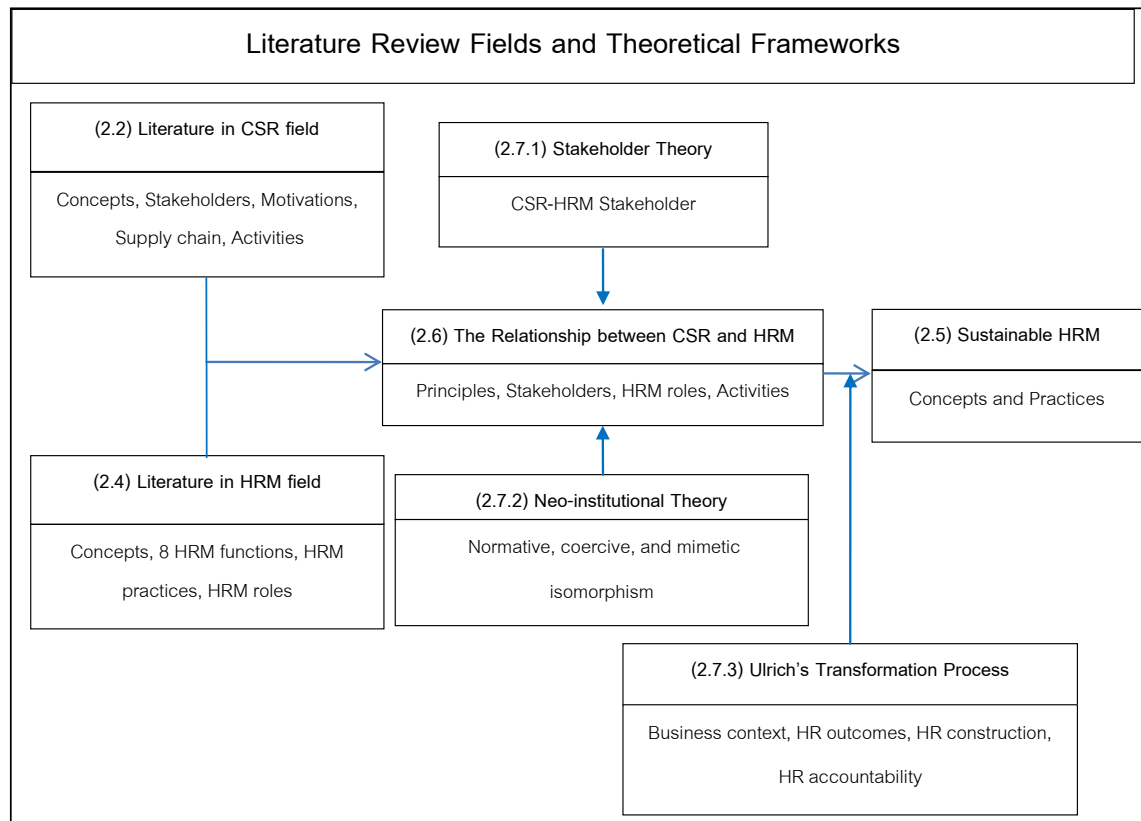
HRM roles	Literatures	
	HRM to CSR Approach	CSR to HRM Approach
- Recruitment and Selection	CSR is used to attract and retain talented workers. Hire and screen new employee with knowledge and awareness of CSR.	Recruitment and selection could concern diversity, discrimination, equal opportunity without any bias. The orientation programmes could make new employees understand their duties, roles, career path, operating process and company strategy. This helps to attract talented applicants.
- Performance Management	CSR is set into performance indicators. HRM use CSR to build a responsible culture in company.	Allowing employees to participate and formulate CSR performance indicators. The evaluation approach could include equality, diversity, fairness and transparency. HRM creates flexible management of working and job rotation and empowerment of employees.
- Rewards and Remuneration	Rewarding employees who support and perform their duties consistent with CSR which motivates them to participate with CSR.	Reward, incentives and remuneration could be considered with fairness, discrimination, transparency principles. CSR can set the standards for decent work. HRM could take work-life balance and quality of life into consideration.
5. Educator	HRM share and educate employers and employees about CSR, what is CSR, how it is important, how to involve it in raising their awareness of CSR through orientation, training and development programs. Moreover, CSR is integrated into training and development programs that help to improve company performance and innovations.	Training and development programs could be for all people at all levels of the company. Moreover, HRM could provide training and development programs that support employee wellbeing. Career development and career paths could take equal opportunity and fairness into consideration.

Sources: Adapted from Haski-Leventhal et al., 2017; Sarvaiya, 2014; Arrowsmith and Parker, 2013; Lam and Khar, 2010; Cohen *et al.*, 2012; Rimanoczy and Pearson, 2010; Gond *et al.*, 2011; Hitchcock and Willard, 2009; Hockerts *et al.*, 2008; Wirtenberg *et al.*, 2007; Vickers, 2005; Lokhandwala, 2005; Ulrich, 2005; Lockwood, 2004.

2.7 Theories Related to the Relationship between CSR and HRM

The four different fields in this study were explained and discussed in the above sections. This section explores the three theoretical frameworks of stakeholder theory, neo-institutional theory and Ulrich's transformation process that are used to explain the relationship between CSR and HRM and sustainable HRM (Figure 2.2). The relationship between CSR and HRM is analysed and discussed as it relates stakeholder theory and neo-institutional theory. Also, the readiness to transform HRM into sustainable HRM is analysed and discussed as this relates to Ulrich's transformation process.

Figure 2.3: The Link between the Literature Review Fields and Theoretical Frameworks



2.7.1 Stakeholder Theory

Stakeholder theory refers to the influence of all parties, or how they are influenced by company actions (Freeman *et al.*, 2010). If all stakeholders' are satisfied, this can improve a company's performance not only in terms of its existing performance but also for the future (Brown and Forster, 2012; Freeman *et al.*, 2010). Thus, stakeholder theory is adopted as a hypothetical basis for the perception of CSR which explains what CSR is, and the stakeholders who affect and who are affected by the company. The purpose of this analysis is to show how and why interaction between the company and these stakeholders can be managed (Kristoffersen; 2005).

According to CSR definitions, the stakeholders are described by environmental factors, such as political, economic, social and technological environments (Buchholtz and Carroll, 2009). Thus, CSR stakeholders could be internal or external to the organization. Several scholars (Johnson, 1971; Epstein, 1987; WBCSD, 2000; Cohen, 2010; Commission of the European Communities, 2011; Lis, 2012) mentioned CSR with the stakeholder concept and classified CSR as concerning specific groups such as employees, investors, and customers instead of the more general term of society. The external dimension of CSR concerns external business stakeholders, such as suppliers, customers, government, NGOs, local communities, business partners, and the environment. The internal aspect of CSR involves the internal business stakeholders and employees. It deals with the content of non-discrimination, equality, diversity, training and education, health and safety, labour-relations, and human capital (The European Commission, 2001). Cohen (2010) suggested that the core actor in CSR is the employee group because they run the organisation, have responsibility for organisational practices, and engage with the other stakeholders. Bolton *et al.* (2011) asserted that employees are the key influence in the CSR process. Their study identified three stages in the CSR process which involve

the employees. Firstly, the CSR initiation stage, where organisations realise that they need to implement CSR and so identify who the stakeholders are, understand their concerns and how organisational operations can respond to their needs. The Cohen study (2010), confirmed that CSR relating to the human rights of employees is one reason organisations run CSR programmes for their own CSR stakeholders. In this regard, global pressures have forced organisations to implement the human rights issue into CSR strategies, where the company willingly considers their employee's everyday lives. Secondly, there is the CSR implementation stage, which employees regard as important in engaging with CSR because employees work, contact and communicate with the other CSR stakeholders, such as customers, communities, and suppliers. The employees, therefore, have to acknowledge, consider, and engage with CSR, and so human resource management departments (HRM) should provide training programmes and motivation systems to encourage employee involvement with CSR activities. Finally, there is the CSR maturation stage, where CSR is able to motivate employees to generate share value for the organisation. These three stages show that employees are not only CSR internal stakeholders but also key dynamic factors launching CSR activities for the organisation. Many scholars identify CSR-related HR issues as including employee rights, employee rewards and recognition, employee well-being, health and safety, diversity, employee training and development, and ethics (Cohen, 2010). Similarly, Buciuniene and Kazlauskaite (2012) supported Cohen's study in exploring CSR related HRM issues in terms of equal opportunities and pay, working conditions, work-life balance, training and development, health and safety, and diversity. All these scholars above indicate that HRM departments relate to CSR by performing socially responsible practices for employees through workplace issues. For instance, Gond *et al.* (2011) point out that companies often consider CSR-related HRM aspects as good HR practices for employees. Likewise, Sarvaiya *et al.* (2016) supported Gond *et al.*'s study by asserting that employee wellbeing issues belong in internal CSR strategies. Boardman

and Barbato (2008) revealed that the connections between CSR and HRM focus on working conditions, human rights, security of employment, training and development, health and safety, and diversity. Similarly, Ersoy and Aksehirli (2015) found that the relationship between CSR and HRM was often based on stakeholder theory by considering employees directly, and linking this issue to work-life balance, equal opportunities, and employee support programs. Moreover, this relationship has a strong effect on the sustainability issue, a central theme in this thesis.

The company's stakeholders are difficult to identify as CSR's stakeholders. Carroll (1991) stated that the important stakeholder's tool the stakeholder responsibility matrix can be used by the organisation to understand who its stakeholders are. However, this model suggests that the organisations should use organisational environmental analysis to identify their stakeholders, which helps the company to understand stakeholder needs, identifying and categorising them into four groups: political, social, economic, and technological.

In line with stakeholder theory, a company might engage in CSR activities in order to identify stakeholders and engage in meeting its responsibilities towards its stakeholders. However, CSR practices connect to many forces, such as the values and norms of society in which an organisation operates. Thus, many organisational scholars (Gray *et al.*, 2010; Amran and Siti-Nabiha, 2009; Berrone and Gomez-Mejia, 2009; Campbell, 2007; Bansal, 2005; Rahaman *et al.*, 2004) adopt the neo-institutional theory to explain CSR compliance.

2.7.2 The Neo-Institutional Theory

Neo-institutional theory in sociology is a conceptual framework that has been used to analyse organisational and management actions from the 1970s until today (Scott, 2014). The theory tends to

focus on what, how, and why different action circumstances relate to an organisation's reaction behaviour. This concept contributed a view of culture as principally a process of comprehending meanings systems and observing organisational behaviour (Hall and Taylor, 1996). Many scholars such as Berger and Luckmann, Durkheim, Goffman, Schutz, and Silverman (referred to in Scott, 2014) recommended that the neo-institutional theory concentrate on the semiotics system and the ways in which organisations are made and remade in social action. The organisation's action is forced by the approach in which it socially constructs its reality. The neo-institutional theory is multifaceted, including social structure, social activities, social culture, social norm and rules, social beliefs and material resources. These elements construct institutional structures that guide organisational behaviour. The new institutional theory can explain the pressures through which the organisation recognises CSR in three ways: the regulative, normative and cultural cognition elements (DiMaggio & Powell, 1983).

The regulative, normative and cultural-cognitive pillars are significant but different components of the theory are acknowledged as building up or supporting institutions. The pillars will function practically alone or together and may support and motivate the various social orders, choices and behaviours of the organisation in different situations.

Firstly, the regulative pillar is used to explore the regulatory processes and sanctioning activities. It is a coercive mechanism with many types of regulation agents as the social actors that enable the organisation to obtain positive incentives such as reputation and profit. This concept focuses on the awareness behaviour of the company in competitive situations where the company takes advantage of the laws. Sanctioning activities are assigned special authorisations to enforce the regulations, especially third parties such as courts or the police (Scott, 2014). This concept responds to the

organisation's negative action by using authority to enforce appropriate behaviour among organisations.

Thus, sanctioning activities are a central element of the pillar because they have the power when enforced, and are justified using the existence of regulations. The regulative pillar works on the organisation's beliefs that the regulations will advance their interests, and conform to law and rules because the organisation seeks the attendant rewards or wishes to avoid sanctions. In addition, if CSR is set as regulations with sanctions from the authorities this might make organisations behave better and for the benefit of society.

Secondly, the normative pillar concerns normative rules and values. Norms identify how the organisation should be performing in appropriate ways. Appropriate organisational goals and objectives are defined by the beliefs, paradigms, codes, cultures and knowledge of society. Norms are developed to guide appropriate interaction between organisational behaviour and society such as through and between social groups, religions, communities and voluntary associations. The appropriate organisational behaviours lead to the benefits and values of a stable society (Scott, 2014). For example, the organisation links CSR to all employees by treating them fairly and expanding CSR knowledge throughout the organisation. These benefits will not only create higher profits for the organisation, but the employee might also become aware of CSR and volunteer to help society as well.

Finally, the cultural-cognitive pillar is the main topic of new institutionalism. It focuses on the organisation's survival by specific facets of culture and beliefs in the uncertain external organisational environment. The cultural-cognitive pillar underlines the internal interpretive procedure of human organisations being formed by an external culture which contains social interests. Culture works to create social reality to describe the nature and characteristics of social actors and social actions.

Nowadays, organisational culture can be expressed in organisational documents, such as dialogue in journals, business publications, annual reports, CSR reports, sustainable reports, and other media, etc. (Scott, 2014). These cognitive documents presented organisation culture and how it understands and reacts to the external organisational environment.

CSR perspectives are formed by being “institutionalised in society” (Muller-Camen and Elsil, 2015, p552) by the various stakeholders, and this then becomes the core perception of CSR for organisations to perform in socially and legally responsible ways (Thoenig, 2011; Amenta and Ramsey, 2010; Greenwood *et al.*, 2008). The new institutional theory has three dimensions on relationships between the organisation and institutions: legitimacy, isomorphism and decoupling. The concept of legitimacy estimates organisational purposes which harmonise with social values, cultural beliefs and legal or law frameworks (Muller-Camen and Elsil, 2015; Greenwood *et al.*, 2008). Decoupling is the rule of conflict from different stakeholders' expectations, which also adds to the pressure for organisations. Thus, an organisation under a variety of pressures adopts particular functions to respond and operate independently of these pressures, by employing human actors with varying styles and interests who are talented enough to deal with the different actions of institutional arguments (Scott, 2014; Amenta and Ramsey, 2010). Finally, conformance to institutional dimensions brings this research to the final key element of institutional theory, isomorphism. Institutional isomorphism is the concept whereby organisations are forced to adapt institutional practices and other organisational best practices to fulfil requirements and survive in an organisation's exacting environment (Scott, 2014; Thoenig, 2011; Greenwood *et al.*, 2008). These circumstances make organisations more similar to other organisations in their operation. In other words, institutional isomorphism is the degree to which the environmental context pressures companies to implement specific practices to survive (Washington and Patterson,

2011). This makes companies become more similar to each other (homogenous) when facing the same environmental and institutional pressures (Vos *et al.*, 2011). This leads organisations to modify their direction and behaviours to become compatible to their environmental characteristics (DiMaggio and Powell, 1983). For example, the companies contribute to socially responsible behaviour because they are forced to do so by regulations, or through maximising profits for shareholders, or by social and organisational norms and cultures. The political issues, which focus on relations between the organisation and society, the power and the position of the organisation and its responsibilities, are grouped according to three aspects: corporate constitutionalism, integrative social contract theory, and corporate citizenship (Melé 2008; Donaldson and DunFee, 1994). Thus the company is required to identify and fulfil the CSR situation factors they are implicated in. This makes companies look at their pressures for indications as to what the appropriate behaviours are. Besides, those companies who face similar pressures will finally implement the similar activities and behaviour of another successful company, which in turn will finally result in companies' behaviour appearing similar (Washington & Patterson, 2011). DiMaggio and Powell (1983) categorised institutional isomorphic forces into three isomorphism; coercive, normative and mimetic isomorphism.

First, coercive isomorphism refers to the formal and informal pressures that impact companies through other organizations, such as the strength or weakness of the legitimate system (Perego, 2009). For example, the enforcement level of the labour law acts as a key element in coercive isomorphism in implementing CSR in HRM practices. Second, normative isomorphism (DiMaggio and Powell, 1983) was defined as the appropriate standard behaviour, norms and culture established by professionals such as educational institutions or social leaders. For example, the CSR activities of company were determined by professional training institutions such as universities or CSR magazines. Finally, mimetic

isomorphism is a result of uncertain environments and unclear company purposes. When organisations faced unclear situations, they may copy and adopt the referenced actions of another company they believe to behave appropriately (DiMaggio and Powell, 1983). For example, supplier companies may adopt CSR practices from MNCs. Focusing on CSR studies, Bondy *et al.* (2012) investigated CSR in UK multinational corporations (MNCs) and identified two types of reasons behind an organisation deciding to implement CSR policies namely, “coercive and mimetic isomorphic (2012, p12). The coercive is essentially that the company carries out CSR because of the regulations, laws, or external agents which pressure the organisation to engage in it. This relates to government and non-government agents, which have the power to frustrate and control organisations by law and regulations (Bondy *et al.*, 2012; DiMaggio and Powell, 1983). On the other hand, mimetic isomorphism is pressure from competitors that forces organisations to identify CSR activities track their competitors and imitate them. Thus, companies copy the majority of the organisations’ best practices when implementing CSR (Deephouse, 1996). Moreover, DiMaggio and Powell (1983) mentioned that normative isomorphism can also be another reason companies implement CSR. This essentially is a pattern of norms which expand CSR to companies by professional and educational institutions.

Consequently, organisations implementing CSR not only benefit society and the environment but also provide advantage to their own operations, especially through improved reputation, enhanced human resource functions, and managing organisational risk (Hohnen and Potts, 2007). An interesting aspect here is the organisation behaviour and perception of managers which are explained by stakeholder and institutional theories affecting the CSR practices of companies operating in Thailand including the motivation and pressures for engaging in CSR, the level of CSR engagement, involvement, and the

location of responsibility for CSR. The following section presents the missing relationships between CSR and HRM and suggests explanations to support these missing relationships.

2.7.3 Ulrich's Transformation HRM Process: The Readiness Transforms HRM into Sustainable HRM

A successful human resource department in companies should be re-organised into service centres, centres of expertise and business partners to deal with employees in the interests of achieving company goals and employee satisfactions (Ulrich *et al.*, 2009). HR transformation is used as a normative concept in this research (Caldwell, 2003) and a business case is first needed whereby progress must be measured against defined milestones and outcomes. This is the process of implementing change to improve the capacity of HR in a way more likely to be sustainable. HR transformation makes HRM focus on strategies and stakeholders' requirements. A successful sustainable HR transformation can affect a more efficient HR and achieve competitive advantage (Ulrich *et al.*, 2009). Ulrich's concept of the HR transformation process focuses on four plan phases: business context, outcomes, HR design, and HR accountability. Business context refers to why and when HR realises that the business conditions are important and tries to connect business circumstances with HRM functions. Then, HR professionals define the HRM outcomes based on business situations and stakeholders' expectations. HR redesigns are where HR functions need to be revamped to be more effective and more associated, integrated, and innovative (Ulrich and Brockbank, 2005). The HR accountability phase is where HR should be involved with groups of stakeholders to gain their support for any changes in the company (Frackleton *et al.*, 2014; Taylor and Woodhams, 2012).

Thus, this study adapts Ulrich's HR transformation assessment (Appendix 2, p.499) tool to measure the readiness to transform HRM into sustainable HRM as shown above in Figure 2.3. This model will further

develop the conceptual framework of transformation sustainable HRM approach. This research looks at CSR as the social expectations or company conditions pressuring the company to transform HRM to sustainable HRM. HRM professionals are required to develop capabilities to align HR structure and practices with company needs that facilitate the growth, efficiency, effectiveness and compliance of the company. As Ulrich asserted, the HR department should transform itself to respond to challenging business conditions with the research aim being to describe the readiness of the HRM department to transform to sustainable HRM by considering four factors (Ulrich *et al.*, 2009). These four factors are business contexts, HRM outcomes, HRM redesign and HR accountability (Ulrich *et al.*, 2009). Firstly, “business contexts” (Ulrich *et al.*, 2009, p2) refers to the HR staff needing to understand the company’s overall business and sustainable issues. This means HR knowledge goes beyond the HR practices and employees in the company. Thus, HR needs to determine and understand the interests of company stakeholders including customers, community, government, competitors, and shareholders, and this should be a part of HR practice. For example, to create a context, HR can focus on its goals with the sustainable issues that concern the sustainability of individual workers, especially work–life balance, employability and employee wellbeing (Pfeffer, 2012). Secondly, HR professionals define HRM “outcomes” (Ulrich *et al.*, 2009, p3) based on sustainability. HR’s goal is to build corporate capabilities on sustainability such as to find and retain talented and skilled employees, share a sustainable mind-set through everyone in the company, encourage sustainable creativity, and practice CSR inside and outside the company. Thirdly, HR needs to redesign its functions to be more effective and more associated, integrated, and innovative to support and focus on sustainable content. Finally, “HR accountability” (Ulrich *et al.*, 2009, p5) is the HR needs to provide guidance and advice to all groups of stakeholders to gain support for the transformation (Ulrich *et al.*, 2009). These four factors of HR

transformation result in the effective capabilities of the HR department to respond to changes in the company environment such as CSR and sustainable issues.

Sustainable HRM is a concept relating to business circumstances, especially CSR issues, economic competitiveness, self-responsibility and company strategy (Mazur, 2015; 2014; Ehert, 2006). As Lis (2012, p.283) stated, "CSR can be identified as an important contribution to a sustainable HRM because of its relevance for employees' management. Thus, the organisation should absorb sustainable HRM practices in terms of the different aspects of CSR. In this sense, more fair and responsible work conditions were associated with a high diversity and employee relation or interpreted as a particular interesting corporate characteristic. CSR seems to be an effective tool to attract potential employees. The companies can develop and execute real SHRM practices to increase these dimensions: i.e. encouragement of older employees, the compatibility of job and family, retirement arrangements, encouragement of women in leadership positions or establishment of corporate kindergartens." Thus, CSR appear to contribute to sustainable HRM through HRM activities.

This may change HRM practices and roles to focus on the demand of multiple stakeholders and anticipate their future expectations, which HRM needs in order to compromise the optimal requirements of the company and society (Boudreau and Ramstad, 2005; Schuler and Jackson, 2005; Mariappanadar, 2003). Change requires HRM to revamp its department, roles, functions and practices to face company and social expectations. This is because companies, employees, employers, and society are equally in charge of sustainable activities. Thus, a traditional HR department needs to transform itself into sustainable HRM to respond to business situations and achieve business and social goals by taking action on CSR principles (OECD, 2017; Lis, 2012).

Consequently, some research in the literature has stated that CSR which focuses on employees helps HRM transform itself into sustainable HRM (Lis, 2012; Becker, 2011; Clarke, 2010; Cohen, 2010; Ehnert, 2009). For example, Lis (2012) noted that HR departments should practise different CSR aspects in terms of diversity, discrimination, equality, and responsible work conditions to develop sustainable HRM practices to contribute to sustainable HRM. Despite researchers having attempted to acknowledge CSR-sustainable HRM links, little is known about how CSR principles work to develop sustainable HRM (Ehnert, 2008; Backes-Gellner, 2004; Brewster and Larsen, 2000). Thus, the researcher assessed the degree to which an HRM department appeared to be transformed into SHRM by using the adapted HR transformation model of Ulrich (2009). This research presumes that the five areas of HRM; HRM context and roles, HRM functions which implement CSR specific HR outcomes, HR functions design, and HR accountability contribute to the degree of SHRM transformation.

2.8 Missing elements in the relationships between CSR and HRM

As CSR and HRM knowledge have developed from separate fundamentals they are often discussed separate literature. This relationship has not been thoroughly explored (Gond *et al.*, 2011; Preuss *et al.*, 2009). This oversight may obstruct development of the understanding of the interconnections between CSR and HRM, both theoretically and from a more applied practitioner perspective. While studying the missing gaps in the relationships between CSR and HRM, three themes were identified from the literature.

First, an interesting argument can be raised about how employees are linked to CSR as well as HRM. CSR practices (Prachayakorn, 2010; ThaiCSR, 2010; Kanchnaporn, 2006) are not clearly understood within the scope of Thailand and the automobile industry. Furthermore HRM and sustainable HRM aspects (Prachayakorn, 2010) are not clearly the scope of the transformation approach. CSR debate

focuses more on environmental aspects and marketing, whereas other aspects such as the social and economic have been rarely covered in the study of CSR (Dusuki *et al.*, 2008; Angelidis and Ibranhim, 2004; Conroy and Emerson, 2004). Moreover, Rajanakorn (2012) highlighted that CSR in Thailand remains unexplored and thus needs more research in terms of how CSR practices pay out in different company departments. This is because Thailand is located in Southeast Asia where CSR is even less known than it is within western contexts. This means the country may have different ways of dealing with CSR. Besides, the gap of how the relationship between CSR and HRM has emerged in sustainable HRM is important to investigate. The relationship between CSR and HRM, especially in terms of work-life balance, diversity, and job security may help develop sustainable HRM (Stefano *et al.*, 2017); however, it is unclear due to the lack of practice (Ehnert, 2008; Backes-Gellner, 2004; Brewster and Larsen, 2000). These links show how HR uses CSR to improve their practices and to establish a more sustainable HRM. Moreover, sustainable HRM could help organisations achieve their own objectives and social objectives by managing human capital (Mariappanadar, 2003). Cohen and King (2017) recommended that implementation of CSR in HRM practices may enhance sustainable HRM. However, it is still evident that these themes and the general ideas that support sustainable organisational strategy remain largely unexplored. In terms of the practical sustainability of HRM in Thailand these have not been investigated significantly (Ehnert, 2006). Consequently, if HRM implements CSR in its strategies and practices, then it could transform itself into sustainable HRM. This leads us to the question of the conceptual and functional boundaries of the sustainable HRM area in terms of what it is and how the roles and practices of HR in CSR deal with sustainability (Cohen and King, 2017; Stefano *et al.*, 2015; Stankeviciute and Savaneviciene, 2013). Therefore, the relevant research questions for this study are as follows:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?

The second theme is that in contemporary times neo-institutional theory tends to focus on what, how, and why different action circumstances relate to an organisation's reaction behaviour (Scott, 2014). This concept contributes to a view of culture as principally a process of comprehending meanings and systems and observing organisational behaviour (Hall and Taylor, 1996). The neo-institutional theory finds ways to explain why organisations are made and remade in terms of behaviour in social action. Neo-institutional theory is multifaceted and includes social structure, social activities, social culture, social norm and rules, social beliefs and material resources. These elements are constructed as institutional structures that guide company behaviour. Thus, neo-institutional theory can link to the explanation of why a company has to take responsibility for its actions in response to social requirements and stakeholder expectations. Furthermore, stakeholder theorists (Margolis and Walsh, 2003) suggest the company should manage their organisation as it relates to specific stakeholders of the company. This theory is based on the assumption that CSR activities should focus on interested stakeholders who affect and are affected by the company (Friedman, 1970). Under this considered perspective of CSR, the moral components also relate to co-operate with the stakeholders and taking responsible action for social and environmental requirements. The above discussion on the neo-institutional and stakeholder theories has helped this research to identify the CSR stakeholders and the factors that shape the interpretation of, and engagement in CSR. In accordance with these requirements and expectations concerning CSR, a company is required to take responsibility for its behaviour. Therefore, the research question address is:

- What are the factors that shape the interpretation of, and engagement in, CSR?

The third theme is that HRM functions are facing challenges and are being duplicated across business units and countries. HRM must understand the business overall and go beyond HR knowledge by means of understanding the external business requirements such as CSR. The HRM department, as a part of the company, also needs to act with long-term responsibility (Mazur, 2015). However, many academics, such as Dupont *et al.* (2013), Davies and Crane (2010), Sharpe *et al.* (2008), Deckop (2006), and Winstanley and Woodall (2000), argued that HR practitioners have not placed much focus on CSR principles such as fairness, diversity, human rights, non-discrimination, and equality, suggesting they may not have formal application to HRM functions and HRM practices which are not addressed under the scope of CSR. However, the HRM philosophy has been criticised for focusing too much on employee well-being and the ethical concerns of employees (Pennington *et al.*, 2007). CSR can be associated with other HR practices such as recruitment and selection, training and development and performance management (Winstanley and Woodall, 2000). There are many CSR standards that can help guide HRM in dealing with ethical concerns, such as ISO 26000, SA8000, the UN Global Compact, and the Global Reporting Initiative. However, Shen (2011) found that some HRM departments only dealt with these guidelines in a limited sense and were not concerned about the CSR perspective. CSR and HRM perspectives have the same key stakeholder - employees (Yang *et al.*, 2013; Sternberg, 2000). Society expects companies to take good care of their employees and therefore HRM may need to collaborate and deliver CSR through its functions and practices. CSR activities require employee involvement and HRM needs to support, motivate, and consult employees for and about volunteering to participate with CSR initiatives (Pless *et al.*, 2012; Zappala and Cronin, 2002). Thus, it can be said that HR is a central department in implementing CSR and sustainability in a

company (Alcaraz *et al.*, 2015). Some academics believe that employee issues are a part of HRM set under CSR principles (Gond *et al.*, 2011; Stropnik, 2010; Jain *et al.*, 2011; Hart, 2010). However, other studies (Gond *et al.*, 2011; Shen *et al.*, 2009; Schoemaker *et al.*, 2006) stated that CSR focusing on employees cannot be addressed in the sphere of HRM because the CSR and HRM fields have overlapping practices. Thus, little is known academically about how CSR principles are set in companies. For instance, Gond *et al.* (2011) found the relationship between CSR and HRM on a practical level to be blurred and possibly encouraging HR practitioners to misunderstand CSR by believing it to be pointless as regards HRM practices. As Fenwick and Bierema (2008) discovered, HR experts have rarely linked their roles with CSR as the HR practitioner focus on CSR is very narrow. In other words, the link between CSR and HRM is not clear (Gond *et al.*, 2011) in terms of how HR practices deal with CSR, what the roles of HRM are in the implementation of CSR and how the relationship between CSR and HRM works. This means many HR staff believe that CSR is an irrelevant issue when it comes to the HR plans offered to employees (Phillips and Phillips, 2012; Bolton *et al.*, 2011; Gond *et al.*, 2011; Fenwick and Bierema, 2008). Although, several scholars (Mohin, 2012; Cohen, 2011; Armstrong, 2011; Inyang *et al.*, 2011; Cohen, 2010; CIPD, 2009; Sharma, 2009; Fenwick and Bierema, 2008; Sharma *et al.*, 2009) have asserted that HRM is a key success factor for CSR implementation and practices, the relationship between CSR and HRM is under investigated, and a robust exploration is recommended to examine this link (Gond *et al.*, 2010; Rimanoczy and Pearson, 2010; Hine, 2009; Johansen, 2008; Rodrigo, 2008; Hockerts *et al.*, 2008; Redington, 2005). Similarly, Davies and Crane (2010), and Wirttenberg *et al.* (2007) observed that research on HR roles and practices with regards to CSR is limited. It is limited in its theoretical and practical understanding of the relationship between CSR and HRM. This includes the factors affecting the relationship, the roles of

HRM and the scope of CSR strategies and the position of CSR within companies. How this relationship operates within companies is unclear, due to the lack of practical study.

Thus, researchers have attempted to explore the relationship between CSR and HRM, yet little has been identified about how this relationship is actually practised in companies. Moreover, the relationship between CSR and HRM has been widely investigated for its implications, and it has already been well-established among American and European practitioners and large companies (Pritchard, 2010). However, it is under-explored in other countries and regions. According to, Gond *et al.* (2011), the majority of CSR HRM-related studies have been carried out in European and North American countries while studies in other countries are few and far between. Thus, the evaluation of the relationship between CSR and HRM in different cultures and contexts may add a new dimension to the CSR-HRM dynamic. Likewise, Obrad and Gherhey (2018) also suggested that the relationship between CSR and HRM should be investigated in different economic sectors and regions to gain greater explanations regarding motivation factors, obstacles, CSR activities and strategies, and HRM roles.

Thus, this thesis investigates the roles HRM plays in CSR for companies operating in Thailand, the CSR practices of companies operating in Thailand and the interpretation and perception of CSR, HRM and Sustainable HRM. This is because HR staff are not notably addressed within the scope of CSR, and the relationship between CSR and HRM remains underdeveloped, especially in developing countries.

Therefore, the research questions and gaps this study attempts to address are:

- What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What is the role of CSR in the HR department of companies operating in Thailand?

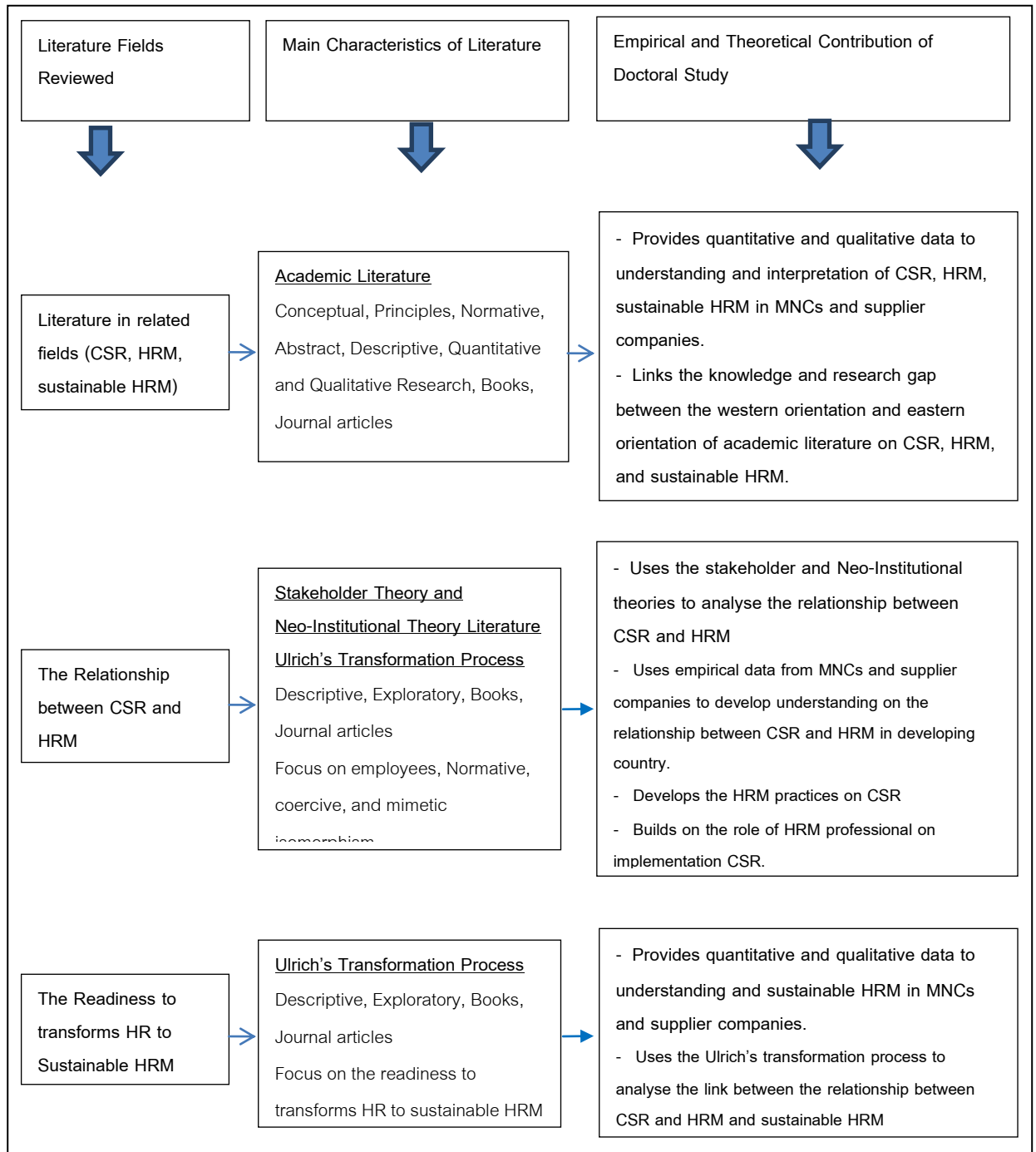
The above discussion sheds some light on the relationship between CSR and HRM. Although it is relatively less recognised in the literature, CSR and HRM intersect with each other at many points. However, this relationship is needed for developing functional integration between CSR and HRM. The relationship is also under-explored, and a deep and thorough investigation is recommended so as to evaluate the relationship between CSR and HRM in practice.

2.9 Summary of Chapter

To conclude this chapter reviewed the existing literature on different research areas of CSR and HRM, the relationship between CSR and HRM, and the readiness to transform HR into sustainable HRM through books, journal articles quantitative and qualitative research, and websites (see Figure 2.4). The review of the literature recognised the relationship gaps. Even though both the CSR and HRM literature is broad, it is limited in a theoretical and practical understanding of the relationship between CSR and HRM. The CSR to HRM relationship refers to CSR helping HR organise its functions to retain employees and concern employee practices such as human rights, labour rights, equality, diversity, and discrimination. On the other hand, the HRM to CSR relationship concerns the roles of HRM in the implementation and development of CSR practices (Edward and Rees, 2011; Hockerts *et al.*, 2008). The literature was reviewed critically analysed and explained to identify the gaps which are addressed by this research in an attempt to construct a theoretical and practical contribution in this area. Thus, the contribution aims to improve the understanding of CSR, HRM, sustainable HRM, and the relationship between CSR and HRM in MNCs and supplier companies. Also, the empirical practices helped to identify and develop HRM practices on CSR and the role of the HRM professional on the implementation of CSR. Stakeholder and neo-institutional theories were developed to analyse the

relationship between CSR and HRM. Furthermore, Ulrich's transformation process was used to investigate the readiness of sustainable HRM.

Figure 2.4: The Link between the Literature Review and the Contribution of the Doctoral Study



The next chapter will cover and further elaborate upon the methodology, the research methods, strategies and processes, including the type of data collection based on the pragmatism paradigm employed in this thesis.

Chapter 3

Research Methodology

3.1 Introduction

This chapter aims to present a discussion of the various methods used, along with consideration of the philosophical underpinning of the work. This approach outlines the stages involved in accomplishing the research. The philosophical and epistemological approach of the research is laid out emphasizing the reasons for choosing the research methods, determining their suitability for this study. In order to investigate the relationship between CSR and HRM, the perceptions and experiences of CEOs and HRM managers need to be explored. Thus, this exploratory study needs to justify the methods concerning systematic collection and the use of a pragmatism paradigm (Saunders, *et al.*, 2009). This chapter presents the rationale of a qualitative approach as a suitable vehicle through which to understand the perspectives and experiences of CEOs and HR managers.

Therefore, this chapter provides an explanation and discussion of the research methods, strategies and processes, including the type of data collection based on the pragmatism paradigm. The chapter is divided into the philosophical considerations, research strategy, research designs and data collection methods, and, finally, data analysis.

3.2 Philosophical Considerations

Paradigm in social research is the term to refer to the set of philosophies that lead the actions and describe the views of researcher (Lincoln, *et al.*, 2018). The term paradigm was used to discuss the shared basic beliefs of reality and knowledge (Lincoln, 1990). Each paradigm has different perspectives that are used to resolve particular research problems. The research paradigm relates to

the assumptions about the manner in which the researcher views and understands social reality and how it should be investigated. Thus, the paradigm concerns not only the nature of knowledge and how to develop knowledge but also how the researcher chooses the research strategy and the understanding of what it is a researcher is investigating when embarking upon research (Lincoln and Guba., 1985; Saunder *et al.*, 2009). The important research paradigm assumptions comprise the researcher's point of view concerning the perceptions of the social world (Bryman and Bell, 2011; Saunders *et al.*, 2009). There are several ways to understand and explain what the researcher knows about the social world. This realization drives the personal philosophical beliefs of the researcher. Thus, it is important to consider the research philosophy, that is, the ontological and epistemological aspects that affect the research strategy, data collection, and data analysis of the research (Adelopo *et al.*, 2009). The research paradigm has different perspective on the ontology and epistemology that generate an entire view of how knowledge is investigated and how a researcher relates to this knowledge. Ontology is concerned with the "nature of reality (and what is real)" (Cresswell, 2011, p.41). In general, ontological views about reality comprise one or multiple realities (Gray, 2013; Bryman and Bell, 2011) which are founded on objective or subjective assumptions. Furthermore, Epistemology relates to what comprises suitable knowledge with a field of study (Bryman and Bell, 2011), and knowledge can be studied using different principles, procedures and methods. It is a way to understanding how the researcher knows and wants to know about the real world from study.

The researcher believes that the real social world is a complex system independent of existing theories, constructions and perceptions (Najmaei, 2016). The social world can be understood through a variety of different means (Maxwell and Mittapalli, 2010). Thus, the philosophical assumptions are embedded within a pragmatism framework rather than positivism and constructivism. This is because the

positivism paradigm measures and supports the understanding of phenomena in reality through evidence and statistics (Hammersley, 2013). Epistemologically, positivists believe that the world and researcher are separate (Howell, 2013). Objectivism, perceives the reality and meaning of social phenomena to have existence separate from perception and away from the influence of social actors (Bryman and Bell, 2011). Ontologically, they argue that the truth exists and it is detectable through experimental and hypothesis testing using deductive reasoning. The deductive approach is linked to the scientific method of moving towards hypothesis testing after which theoretical precepts are confirmed. This involves the development of an existing theory or knowledge by testing propositions and hypotheses.

On the other hand, interpretivists argue that reality is subjective with the truth and meaning of social phenomena being continually perceived by social actors and produced through social interactions which are constantly undergoing revision (Bryman and Bell, 2011). Bryman and Bell addresses human involvement and how this relates to the phenomena around them and the belief in multiple realities in a societal world (Bryman and Bell, 2011). The truth is based on people's experiences and their knowledge of them. Epistemologically, interpretivists believe that the world and the researcher are not separate that there is no single shared reality. Ontologically, they argue that there are multiple realities because people have different perceptions, experiences and actions using inductive reasoning. The inductive approach is linked to information and real practices from observation or interviews in which the qualitative method is applied to draw a conclusion (Zalaghi and Khazaei, 2015).

The pragmatism stance may select any logical approaches or methods based on their appropriateness to the situation at hand (Greene and Hall, 2010). The pragmatism is a bridge to connect the gap between positivism and constructivism methods (Lincoln, 1990). The pragmatism offers specific

assumption that researcher should use the best methodology approach that works best for the particular research problems (Tashakkori and Teddlie, 2010). The knowledge and reality are always based on human experience in the environment. Each person's understanding is unique as it is created by unique person experiences (Lincoln, *et al.*, 2018). This pragmatism epistemology elaborates on what the entire research questions and the most suitable research methodology (Kaushik and Walsh, 2019). Thus, pragmatism approach allows the researcher use multiple methodology or mixed methods for answering research questions. Pragmatist research uses an abduction process that reflects on the nature of research problems and brings them to conclude outcomes. The abduction process (Morgan, 2014) starts with the researcher recognised the research problems. This research was framed primarily to respond to the difficulties in acquiring knowledge and insights into the relationship between CSR and HRM. In the second step, the researcher would reflect and formulate the research problems in the first step to research questions which were:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?
- What is the role of CSR in HR department of companies operating in Thailand?

The next step involves with the way that researcher thinking about the possible ways to resolve the research questions and potential research design (Mogan, 2014). The final step, the researcher would reflect on the choice of the best methodology which fit to the research questions (Mogan, 2014). Consequently, the pragmatism stance allows the researcher to employ qualitative research methods which are applied in collecting and analysing the experiences and perceptions of CEOs and HRM managers.

3.3. Research Strategy and Research Design

Pragmatism (Hafsa, 2019) is the theoretical foundation for mixed methods research and for its capability to highlight the adoption of different approaches to resolve research problems in this study. Pragmatism is not bound to any specific ontology or epistemology, and offers the researcher flexibility as regards to choosing, methods, and the data collection and analysis techniques of research that best fit research objectives (Creswell, 2014). Pragmatism provides a reason for the researcher to employ both qualitative and quantitative approaches to accomplish and provide the most comprehensive view in seeking answers to research questions (Hafsa, 2019; McKim, 2017). This study takes place in social research that investigates diverse CSR and HRM world views, therefore, mixed method studies may comprise a rational approach by investigating the CSR concept when put into the practices of the company and the HRM department.

The researcher uses a mixed methods approach to gain a deeper and broader understanding of the CSR and HRM phenomenon than either method would obtain individually. Creswell (2010) stated that mixed methods links the quantitative and qualitative data collection strands to enhance, explain, support, verify and clarify the issues. The mixed methods research is guided by the mixing of qualitative and qualitative approaches (Hanson, et al., 2005) to collect and analyse data, integrate the

findings and draw conclusions in a single study (Tashakkori and Creswell, 2007). This method includes qualitative and quantitative approaches, to develop an understanding of the importance of the complete integration of the findings from both approaches (Hanson, et al., 2005; Bryman, 2007). The researcher is not required to select between qualitative or quantitative methods but can accept the idea that these two methods are actually compatible (Howe, 1988) and how both methods can answer the research questions. The use of mixed methods research in this study may play an important role in the development of the CSR and HRM fields because the results obtained from different methods have the potential to improve understanding of the research questions.

Many reasons have been identified for employing a mixed methods research study (Fabregues, et al., 2020; Doyle, et al, 2009; Greene, et al., 1989). Mixed methods research allows for establishing triangulation between quantitative and qualitative data. The validity of data are constructed when the findings from each data set reveal the same or similar results. Also, using a mix of research methods can help build a more comprehensive and complete picture of the study. This is backed by many scholars (Fabregues, et al., 2020; Graff, 2017) who state that the mixed methods approach helps answer the research questions via quantitative and qualitative methods and provides a greater range of investigation tools to meet the aims of the research. This is particularly useful when explaining the findings, following up on findings from a quantitative approach and explaining the findings obtained from a survey via the qualitative approach. This provides stronger and more accurate conclusions as using a mixed methods research can draw on the strengths of each approach and allow for the limitations of each approach to be counterbalanced (Fabregues, et al., 2020; Graff, 2017; Bryman, 2006). These points identify the usefulness that a mixed methods research approach can have in answering the particular research questions of this study. In this regard, mixed methods research can be open to interpretation (Malina *et al.*, 2011) and may add value and contribute to advancing research

topics in the CSR and HRM fields. One major advantage of mixed methods is that “the researcher can simultaneously answer confirmatory and exploratory questions, and therefore verify and generate theory in the study” (Tashakkori and Teddlie, 2010, p.15). Thus, the combination of quantitative and qualitative methods enables a better understanding of the relationship of CSR and HRM and more complex aspects in the same study. The other advantage of mixed methods is the better understanding of phenomenon that can be found by triangulating one set of outcomes with another and thereby increasing the validity of interpretation (Malina, 2016). This refers to the structure that the researcher uses to collect both quantitative and qualitative data. When quantitative data come before qualitative data, the researcher aims to investigate variables with a large sample in the quantitative stage and then to explore a few cases in more depth during the qualitative stage. Quantitative data is derived from close ended data sources as questionnaires whereas qualitative data is obtained from open ended sources as interviews and secondary data (Creswell, 2014). Quantitative data presents results that are generalizable to populations (Malina *et al.*, 2011). Qualitative data are a necessity in this study to understand and bring meaning to the research question from the experiences of the CEOs and human resource managers of MNCs and supplier companies and are, therefore, subjective. This is probably used to construct concepts and reflect on existing theory (Malina *et al.*, 2011). This links to another benefit of mixed methods, that of the integration data giving readers more confidence in the findings and the conclusions drawn from the various interpreted depictions in this study (Hafsa, 2019; McKim, 2017).

Therefore, the researcher employed quantitative methods which are applied in collecting and analysing the CSR and HRM situations in Thai automobile industry. Maxwell (2008) suggested that the researcher can emphasise qualitative methods to explain the details of the relationships. This should be done to

improve on the findings by employing qualitative methods (Bergman, 2011, Feilzer, 2010, Denscombe, 2008). The purpose of this research involves a variety of stakeholders and circumstances, such as employers, employees, organisations, culture, and social concerns which are explained by different knowledge, intuitions, practices, personal preferences and common sense. It can be argued that company actions create, apply and interact with the relationship between CSR and HRM in different ways and that reality fundamentally differs according to the social actors' experiences.

Thus, this study fits within the ontological assumption that the relationship between CSR and HRM and their meanings are continually influenced by the perceptions, experiences and actions of CEOs and managers (Saunders *et al.*, 2009) as social actors, and which are generated as subjective views of carrying out CSR. The relationship between CSR and HRM is seen as a managerial concept in nature. The concept of management refers to the integration of the work of employees and the organisation's resources to achieve company's goals, efficiently, and effectively (Jones and George, 2018; Kinicki and Williams, 2018). In order to do this, management draws on skill and experiences in getting organisational activities done through persons. CSR and HRM concepts refer to the management tools which impact the people in the organisation. As employees are the key stakeholder of CSR and HRM, some interface is expected. The focus of CSR on the employees is critical to its implementation. Thus, this requires companies to integrate the CSR values and concept with employee-related aspects such as diversity, wellbeing and work-life balance as employees are the key internal stakeholders of CSR. These aspects come under the direct scope of HRM. The HR department seems to perform key roles in instructing CSR within companies, the way employees do their jobs and how employees should be treated. This involves another area of the CSR-HRM relationship. It should be possible that the CEOs and HRM managers of MNCs and supplier companies share their experiences on the ethical action of

employees (Branco and Rodrigues, 2008). Viewing the data from the subjective perspective of these social actors enables a critical reflection on CSR practices in companies. Hence, this research tends to take more of a subjectivist approach than an objectivist one. For this thesis, the researcher is of the opinion that the concept of subjectivism (Bryman and Bell, 2011; Saunder *et al.*, 2009; Cresswell, 2014) helps the researcher to understand the human resource management and corporate social responsibility phenomena from the experiences and actions of the CEOs and HRM managers within the automobile industry. The interview questions were separated into the following 4 sections.

- Details of the interview sessions: details concerning the organisation and interviewees
- Questions about CSR: the company session
- Questions about HRM: the functions session
- Questions about the relationship between CSR and HRM session

These main themes covered the research questions with formulated open questions (see interview schedule in Appendix 3, p.501). Questions were developed within these four themes to allow the participants to give detailed information on the issues. The interview schedule was similar for both CEOs and HR managers in the way questions were asked to ascertain their perceptions.

Consequently, The researcher determined how qualitative methods answered the kinds of research questions which studied real world issues (Robson, 2002), and the rigorous means of using interpretive reasoning to investigate and analyse the relationship between CSR and human resource management through CEOs and human resource practitioners.

As the objective of this research was to explore how the relationship between CSR and HRM works. However, this topic is underdeveloped and the researcher has no idea as to the exact relationship

between CSR and HRM in the Thai automobile industry. In searching for answers, the researcher decided that qualitative method mainly through interviews with CEOs and HRM managers should be the main method. However, the researcher utilised the survey with its quantitative method employing questionnaires and the secondary data from company websites and reports in order to complement the qualitative methods. The results of the survey were thus applied to provide general data regarding the relationship between CSR and HRM, and the qualitative data were applied to provide the in-depth personal perspectives of the CEOs and HRM managers of individual organisations. This merging not only provided more data but also a more comprehensive understanding than what would be achieved by the result of each research approach being used alone. Data collection from the survey started from the 1st May 2013 through until the end of December 2013. The first interview was held on the 15th January 2014 and the last on the 7th March 2014.

Qualitative research allowed the researcher to probe into the experiences and actions of real actors, in this case, CEOs and HR managers within a particular company. This was then used to develop a theme for exploring the relationship between CSR and HRM. To understand this, the researcher needed to use and interpret the experiences of the CEOs' and HRM managers. Interviews were conducted with the CEOs because CEOs are more likely to have a strategic perspective of the companies and can make corporate decisions, while the HRM managers were practitioners who implemented CSR into the HRM function. Garavan *et al.* (2010) stated that the behaviour of CEOs and managers influences the relationship between CSR and HRM either conceptually and empirically. Studies by Gond *et al.*, (2011) and Cohen (2010) suggest that if CSR is located in HRM practices, sustainable HRM may result. Thus, by exploring these two types of people (CEOs and HRM managers) the study is more likely to effectively investigate the relationship between CSR and the HRM function and sustainable HRM at the strategy and practice levels. It is expected that the results of the research will develop the

understanding of the relationship between CSR and HRM and sustainable HRM. Thus, the research questions attempt to address the following research gaps:

RQ:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- What is the role of CSR in HR department of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?

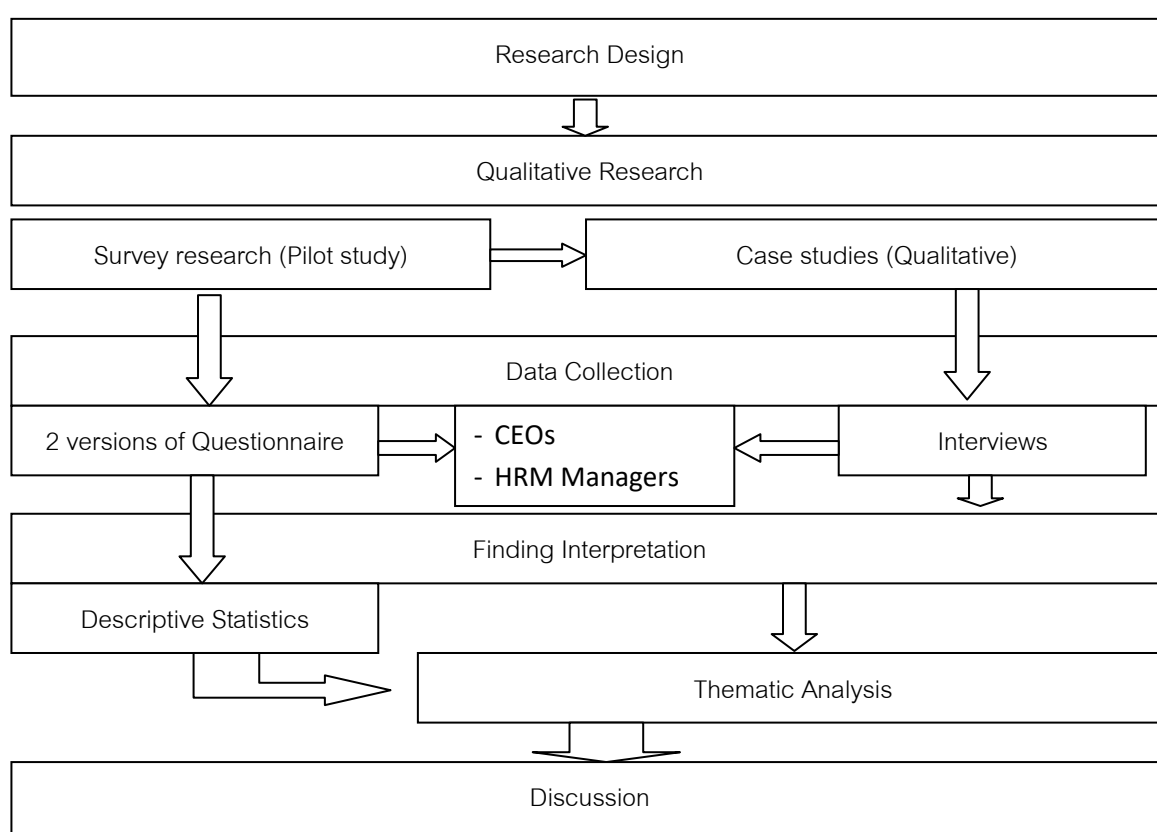
The researcher sought to attempt to understand and interpret the data and the nature of CSR and HRM.

In order to determine the results of this study the researcher employed quantitative and qualitative researches. The data from these two methods were analysed separately and then combined them to answer the research questions. The researcher aimed to conduct a survey to learn about each company's general context and understand the current situation of CSR and HRM within the automobile industry in Thailand. Then, the researcher used an in-depth interview to explore the research questions in greater detail. This way, the research design helped to extend an understanding of how the relationship between CSR and HRM is experienced (Saunders, *et al.*, 2011).

Quantitative and qualitative data collection methods were used to investigate the relationship between CSR and HRM, which involved statistical and thematic data analysis techniques to understand the relationship between CSR and HRM. The survey results can be used to explain the general information

of the relationship between CSR and HRM. With respect to the quantitative results, they can be used to support, demonstrate or provide further details on the meaning of the qualitative results. The questionnaires were developed in two versions. This is because the researcher aims to understand the CEOs strategies about implementing CSR in their company and how it might link to HRM practices. Besides the second version aimed to understand the HRM department about how HRM staff implement CSR in their practices.

Figure 3.1: Research Design



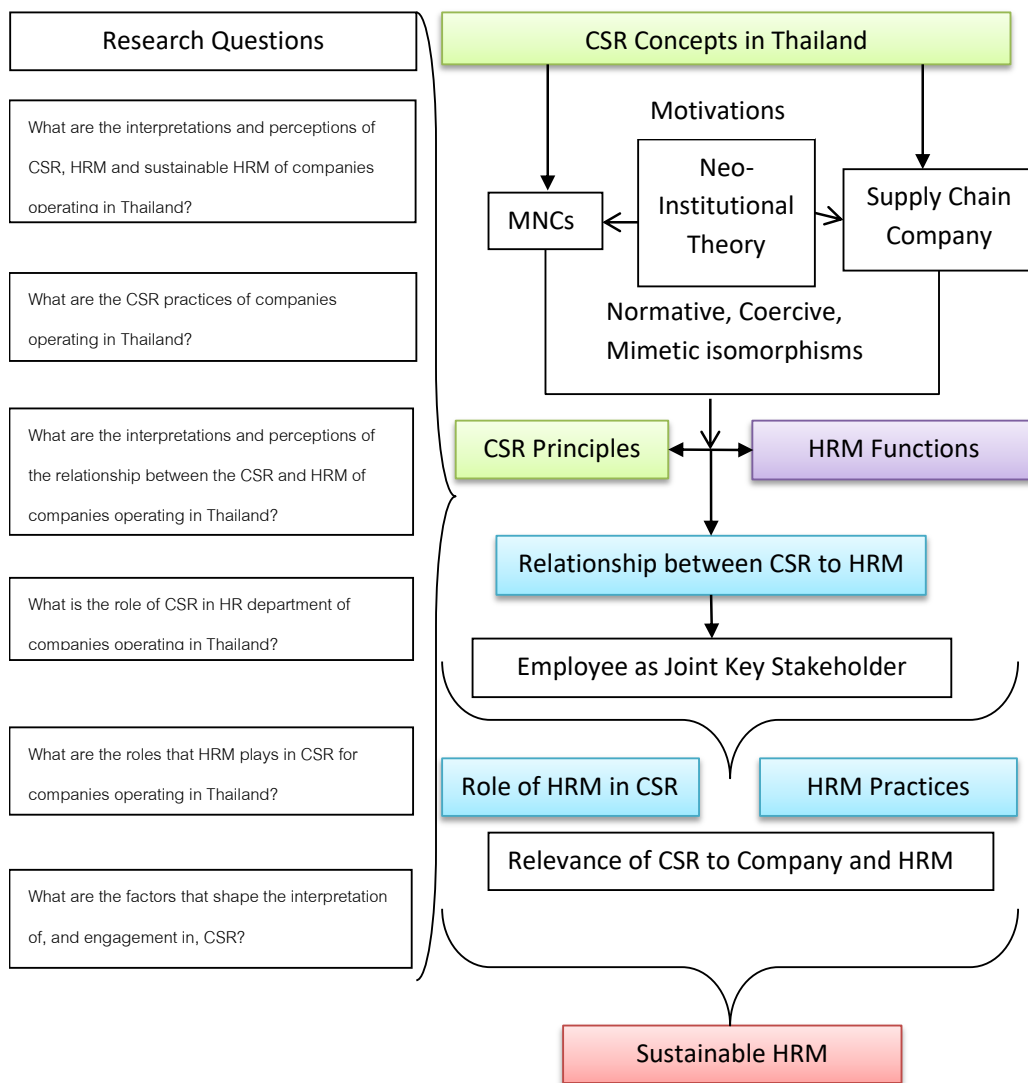
These are used to investigate and acquire better insights where little is known about the topic and where it is important to understand the actions of persons and groups in society (Saunders *et al.*, 2009).

Figure 3.2 (below) presents the theoretical framework. This is helpful for when the researcher develops the themes from the research questions. Thus, the researcher had a list of specific topics that referred to the research questions, such as CSR practices in Thailand, CSR motivation factors, HRM practices, sustainable HRM, the relationship between CSR and HRM, the roles of HR in CSR, and HR practices in CSR. These topics were generated into four main themes as CSR, HRM, the relationship between CSR and HRM, and sustainable HRM. These themes were developed from a review of the literature to guide the research questions. First, the CSR theme related to concepts, practices and motivations that were recognised by the MNCs and supplier companies within the Thai context. Second, the HRM theme related to the HRM functions and roles in the company. Third, the relationship between CSR and HRM theme was conducted with the CSR principles, HRM practices, and HRM roles in CSR implementation. Finally, the Sustainable HRM theme related to sustainability concept, the link between CSR and HRM drawing on sustainable HRM, and the readiness to transform to sustainable HRM.

As the above themes, they are linked by employees are a common stakeholder of CSR and HRM, and, more specifically employees comprise a key internal stakeholder of CSR, as CSR policy is supposed to cover employee concerns such as work-life balance, wellbeing, discrimination and diversity. In practice, these aspects come under the direct scope of the HRM department. Hence, CSR principles can relate to HRM practices. Likewise, employees are the main actor implementing the CSR activities of the company. To explore the relationship between CSR and HRM, this research studied the experience of CEOs or management team and HRM managers in MNCs and supplier companies. This helps the researcher understand on both the managerial and practical levels how they implement CSR in the different company types. Moreover, this research used the stakeholder perspective and neo-institutional perspective to explore the relationship between CSR and HRM. The company aligns the

CSR principles with employees' work and the HRM department performs the role of encouraging employees to do their job and participate in CSR activities. CSR principles comprise the seventeen principles guideline for HRM to implement CSR (United Nations Global Compact, 2000) (detailed in Chapter 2, p.49). Furthermore, the neo-institutional perspective addresses what, how, and why different actions and situations relate to a company's reaction (Scott, 2014). It suggests that both companies as MNCs and supplier companies are affected by social structure, social activities, social culture, social norm and rules, social beliefs and material resources. According to Brammer *et al.* (2012) the new institutional theory can explain the pressures because the organisation recognises CSR in three ways: the regulative, normative and cultural cognition elements. In line with this, normative, coercive or mimetic isomorphic dimensions explaining why companies experience institutional isomorphism when facing similar prevailing CSR situations. These elements construct institutional structures that guide company CSR behaviour. Thus, the institutional theory helps to explain the role of HRM in CSR, HRM practices, and the relevance of CSR to the company and HRM department. The results of these findings will extend the sustainable HRM knowledge.

Figure 3.2: Theoretical Framework



Thus, employing the theoretical framework and these four themes helped to polish and construct the questions in the questionnaires and interview schedule. To explore these themes which are based on different philosophical grounds, this study investigates the views of MNCs and supplier companies towards these concepts. The researcher needs to understand the way in which companies (MNCs and supplier companies) through social interaction, and activities, interpret their experiences and organise social actions. Therefore, this research adopts a survey research, relating to the quantitative approach, and employs a questionnaire to gather data for exploring general information on the areas of these four

themes from a large sample of the population of the Thai automobile industry. The survey is useful in describing the characteristics of a large population by ensuring a more accurate sample to gather an accurate data set ready for analysis from which then conclusion can be draw. Furthermore, the researcher employed interviews, qualitative approach, to obtain in-depth views and perceptions towards these areas. Thus, interviews can help to provide access to these topics by investigating a participant's perceptions which cannot be reached through questionnaire. In addition, secondary data was also employed to collect data from annual reports, CSR reports, company websites and sustainability reports. This allowed the researcher to explore how CSR was being publicly disclosed by the companies. This relationship between quantitative and qualitative data is discussed in the next section.

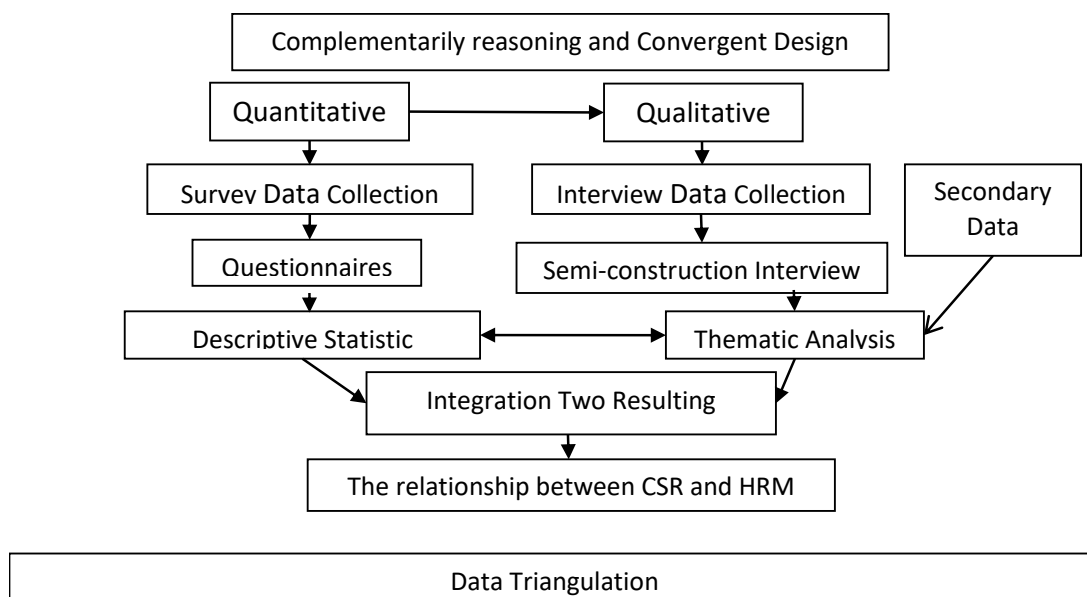
3.4 The Relationship between the Quantitative and Qualitative Data

Thematic analysis was guided so as to explain the relationship between CSR and HRM and to focus on explaining certain trends. The research findings constituted an exploration between quantitative and qualitative data. They obtained different data types, but comprised corresponding data on the same themes in order to better understand the research problems. Thus, the researcher employed three analysis approaches: the explanatory, exploratory and confirmatory approaches (Guest *et al.*, 2012). Firstly, the confirmatory approach attempted to verify the descriptive statistics. This meant that the approach identified the evidence as either supporting or rejecting the theories used in this research. Secondly, the exploratory approach attempted to investigate the secondary data and interviews to find any differences or similarities between the respondents, and to identify the codes and themes which help to explore the research problems. Finally, the explanatory analysis approach was used to investigate the interview transcripts by finding clear evidence to explain the situation of the relationship

between CSR and HRM in this research. Consequently, quantitative data was investigated first, and qualitative data was then used to explain or provide details to the quantitative findings by using the keyword-in-context technique tool. This analysis phase involved the quantitative analysis of codes and themes extracted from qualitative analyses. Specifically, the themes drawn from the interviews of the CEOs' and HRM managers' were subjected to context analysis (Onwuegbuzie *et al.*, 2010). Moreover, correspondence analysis was used as well as an exploratory multivariate technique, linking factoring categorical themes and mapping them in chapters that displayed their associations in two or more dimensions. It was intended that the qualitative data help to explicate the quantitative results. The interviews enhanced the understanding of the relationships between CSR and HRM available through quantitative analysis, by interpreting the words of the participants and their perceptions of the broad trends in greater depth (Bazeley, 2015; Taylor, 2008).

This is the idea of sequential complementarity, whereby this research begins with a quantitative section followed by a qualitative section of the same study. In complementarity theory, the researcher finds the explanations for findings for the quantitative method from the qualitative method (Tasjakkori and Teddlie, 2010). Thus, a convergent design was used in this research whereby quantitative and qualitative methods were used to obtain different but synergistic data on the same topic. This design was used to compare and contrast the statistical findings with interview results for confirmation and corroboration purposes and to develop a greater understanding of the relationship between CSR and HRM (Creswell and Clark, 2011). The mixed methods approach can draw inferences about how the quantitative results help to explain the qualitative results.

Figure 3.3: Complementarity Reasoning and Convergent Design



Source: Adapted from Cresswell, 2014, p220 and Clark and Ivankova, 2016, p.121.

The above discussion based on the data triangulation concept. Data triangulation results from the idea that the data can differ based on the people involved in the data collection process as well as the data collected (Hussein, 2009; Begley, 1996). This refers to the triangulation data design (Almaki, 2016) through which the researcher can integrate different data on the same topic for analysis and interpretation. The researcher utilises the triangulation design because the topic of the relationship between CSR and HRM is unexplored in the automobile industry in Thailand. Thus, the triangulation data helps to seek, gather and integrate different data on the relationship between the CSR and HRM field and reveal the discrepancies within the data sets. Therefore, data triangulation can help confirm the research result (Shin, 1998) and compare what the similarities and differences of the data are in each method. Thus, the researcher used a data triangulation technique in this study. Triangulation refers to the approach of combining various research methods in the study of a certain incident (Chako, 2017). The researcher used different data sources of information from CSR disclosures, CSR reports,

and company's websites to cross check the reliability of certain realistic data items from different sources through different methods (Heale and Forbes, 2013). This is because the topic of this thesis was unexplored in Thailand. Thus, the different data-sets gave researcher a better understanding and make sense of the data and information used. The reason for the triangulation was to increase the overall validity and credibility of the data sets. This is helpful for checking the consistency, selective perception and shedding light on any blind spots in a pragmatic analysis. The goals of the triangulation data used were to examine and interpret the data. Combining and comparing the finding from different sources which were survey, interviews, and secondary data to answer research questions may result in one of the following three outcomes. First, the results may converge and lead to the same conclusions. Second, the results may be complementary to each other and therefore used to supplement each other. Finally, the results may be conflicting or opposing and lead to new explanations. In this research data triangulation involved the matching of qualitative data obtained from interview and company disclosures, company websites and CSR reports with quantitative data obtained from the survey. The researcher used the data triangulation technique to cross-check the reliability of the results from different sources and methods.

3.5 Research Population

The unit of analysis of this study are company. These object units that this research aims to study are the multinational and local companies in the automobile industry in Thailand. These are both manufacturing and supply chain companies. This is an apt area in which to study the theme of the relationship between CSR and HRM because the automotive industry might involve CSR more than other industries particularly as concerns environmental management systems (Martinuzzi *et al.*, 2011). This is because the operations and production lifecycles of supply chain companies and manufacturers

can adversely affect environmental stewardship. Many of these organisations, especially MNCs, have many years of experience learning about the practice of CSR from their home countries. Michalski, *et al.* (2018) mentioned that CSR activities can be transferred from one company to another company and that the relationship between companies can then be used to achieve the successful management of CSR across the entire network of supply chain companies. Bhandarkar and Alvarez-Rivero (2007) observed that MNCs deal with the entire supply chain, from supplying the raw materials to the end customers, and have to specifically address any issues surrounding the impact on the environment and human rights in the country of origin. Pataconi and Weisert (2013) suggested that adoption of CSR by supply chain companies in developing countries can result in an optimism that drives the improvement of industry standards and resolves social and environmental issues.

The objective of this research is to explore MNCs and supply chain companies in automobile industry in Thailand. It is believed that MNCs and their supply chain companies are committed to CSR practices. Therefore, these automobile manufacturers and the industry are best able to provide the researcher with the information required to answer the research questions of this study. To understand the consequences of organisations operating in Thailand adopting CSR, this research investigates the key characteristics and nature of the culture of Thailand, which is inimitable and complex (Harzing *et al.*, 2015; Pimpa, 2012; Kwon, 2011; Prasongsukarn, 2009). According to Graafland and Van de Ven (2006), further studies should examine contextual aspects such as culture, social players and the political construction of other countries which may affect CSR implementation. CSR research has grown widely within business research in developed and western countries, yet this is with different contextual aspects that differ from developing countries. Based on the above studies, key gaps were identified. First, the research on the relationship between CSR and HRM has been conducted in developed and

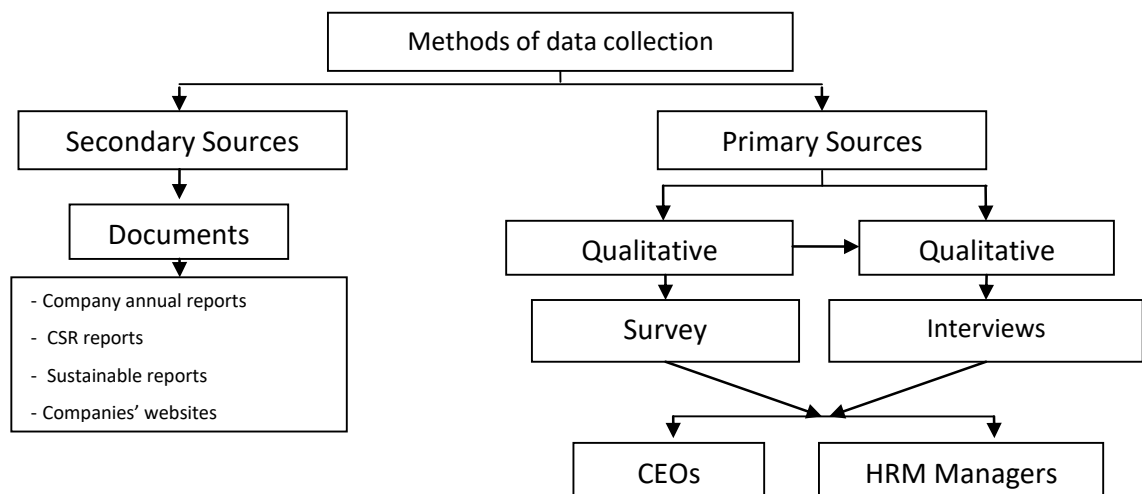
western countries rather than developing ones. Hence, the degree of the relationship between CSR and HRM is relatively underexplored in developing countries. Second, little is known about how MNCs implement CSR in HRM practices through supply chain companies. This research attempts to fill this gap by examining the relationship between CSR and HRM in MNCs and supply chain companies in the automobile industry in Thailand.

The population of this thesis comprised 489 companies in the automobile industry in Thailand all listed on the Thailand Automotive Institute website (June 2013) which were MNCs and local supply chain companies (supplier companies/suppliers). The researcher aimed to use the full set of companies in the study; however, the researcher could not investigate the whole population (as detailed in section 3.5). As the relationship between CSR and HRM is an underdeveloped area of research, a survey was conducted to ensure effective interviewing. Surveys are generally associated with a quantitative approach and interviews associated with a qualitative approach. Survey questionnaires were conducted with the CEOs and HRM managers of automobile companies. This is because CEOs can be provided information about the strategic perspective, while HRM managers are practitioners. The objectives were to verify and clarify the knowledge of the relationship between CSR and HRM in the automobile industry and find individuals willing to be interviewed. The researcher then collected the data using a survey tool and followed up with qualitative interviews by asking individuals who participated in the survey if they were willing to be interviewed. Thus, the researcher employed sampling techniques to cut costs, reduce labour requirements and shorten the time period of data collection. In doing this, of the total population of 489 companies, 220 were approached. The sampling techniques and sample size are described in the following section.

3.6 Research Methods

In general, the survey, interview and secondary data were collected via a quantitative and qualitative research approach. The researcher needed to sequentially collect the quantitative and qualitative data and for them to be independent of each other based on a convergent design. Then the researcher decided how the data would be collected for both quantitative and qualitative approaches through survey research and case studies. Thus, the questionnaire and interview methods were used to investigate the relationship between CSR and HRM practices. These were useful for the researcher to examine data at the macro and micro levels. The data collection methods employed for this research are shown in the figure 3.4 (below). This decision assisted the researcher in employing a rigorous quantitative survey of the topic, as well as the semi structured interviews of the qualitative method based on pragmatist view was the main approach, inductive reasoning employed in the primary data collections via questionnaires, and in-depth interview instruments and secondary data as company documents to collect the data.

Figure 3.4: Methods of Data Collection



Thus, the researcher had to collect data from the questionnaires first to access the general data of the relationship between CSR and HRM in the automobile industry in Thailand. This helped the researcher gather general information to prepare for an interview guide and to find the individual companies who were willing to be interviewed. The qualitative approach concerns the means to explore the individual's beliefs, attitudes, motivations, perspectives and behaviours /and is analysed to understand the independent decisions and actions of participants (Ersoy and Akbulut, 2014). This enabled the researchers to plan to use the interview to investigate the practices and actions of CEOs and HR managers. Moreover, the secondary data of companies were employed to understand how companies stated the CSR concept to the public.

3.6.1 Phase 1 - Survey

This section addresses the quantitative data collection in the survey that uses descriptive statistics to understand the situation between CSR and HRM in Thailand in which a questionnaire was used to gather data. Questionnaires (Appendix 4, p.506) are tools that can be used to collect data from respondents. Questionnaires present information to respondents in the form of written questions, whereby each person is asked to answer the same set of questions in an encoded order. The answers by the respondents can be written in several ways such as through a check, circle, word, sentence, or several sentences based on the type of question (Saunders *et al.*, 2009). In the first phase, the survey addressed the relationship between CSR and human resource management variables with CEOs and human resource managers in the automobile companies contacted. The researcher divided the questionnaire into two sub-questionnaires, because this helped to understand the organisational behaviour in which the CEOs are strategic persons, who make all the key decisions and drive change within the company while human resource management managers are practitioners who need to

manage the employees within the company. Comparing these questionnaires led to an understanding of how different people within different positions in an organisation can understand corporate social responsibility in different ways. The methods that the researcher used to design the questionnaire are discussed in the next section. Thus, the data was collected, analysed and stored in the following manner:

3.6.1.1 Questionnaire Design

The advantages of using questionnaires are that they are a practical way to gather data with the researcher targeting to a large group of participants the researcher chooses and then managed in various ways (Brog, 2000). However, the questionnaires have limitations such as some questions are ignored or left unanswered because they were difficult to answer (Saunders *et al.*, (2009). This can happen for a variety of reasons such as social bias, image of company, hidden agenda and protection of privacy. The self-completion questionnaire or postal questionnaire (Bryman and Bell, 2011, p231) was employed in this research, whereby participants answer questions by completing the questionnaire themselves, because this type of questionnaire is cheaper, quicker and more convenient for respondents, than other methods (Bryman and Bell, 2011). Thus, the researcher used questionnaires to collect general information about CSR, HRM and the relationship between CSR and HRM because the information on these topics had not been explored in Thailand. The general information is linked to the questions of: What is the company's characteristic? Who stakeholders are your company concerned? Which of the definitions best describes CSR in your company? What are the formal objectives of the company's CSR activities? Which are the most important roles of the HRM department in your company? What are the important roles for enabling CSR implementation? What are the CSR activities designed to engage employees in your company? The researcher, therefore, used this approach to

investigate CSR and HRM in the automobile industry in Thailand to gain a greater understanding of the situation.

For a questionnaire to be well-organized, it should have clear questions, answer options should be well-described and thorough, and there should be a clear order to the questions that the respondent can follow to complete the questionnaire (Keepa *et al.*, 2006). These are mainly due to the fact that the researcher is unable to communicate directly with participants; communication between the researcher and participants is through the questionnaire package. The self-completed questionnaire package in this research, which includes the forms of cover letter, instructions, the main body, and the consent letter for interview, was sent and returned by post. Therefore, the questionnaire design is an important part that enables the researcher to gather quality data from participants. The questionnaires (as detailed in Appendix 4, p.506) were created from a very focused and systematic approach and contribute to the research questions. The researcher generated themes for each research question to collect the data from the participants. This resulted in achieving greater detail to help answer and explain the research questions.

These gave the researcher obtain an overall initial impression based on a representative sample of how the participants perceived and practiced CSR, HRM, sustainable HRM, and the relationship between CSR, HRM and sustainable HRM. In order to understand perceptions and practices of the participants, this study generated questionnaire into two versions of a questionnaire. The main version was the HRM manager questionnaire (HRM questionnaire) which investigated the relationship between CSR and HRM. The other was the CEO or management team questionnaire (CEO questionnaire) which aimed to investigate the CSR situation through the perceptions and experiences of CEOs or management team such as general managers of MNCs and supply chain companies. The HRM manager questionnaire

has to cover the four variables of CSR principles, HRM practices, HRM roles, CSR motivations, and the degree of sustainable HRM transformation to determine company behaviour. This links to the theoretical framework in Figure 3.2 that four main variables have been chosen for comparison between MNCs and supply chain companies. Firstly, the CSR principles (detailed in Chapter 2, p.49 and Appendix1) refer to the United Nations Global Compact (2000) guidelines that provide the indicators applied to companies which implement CSR in HRM practices. This guideline has 17 variables which refer to CSR activities oriented to employees, basically concerning HRM duties. These variables were especially oriented to evaluate the situation of the relationship between CSR and HRM in Thailand towards HRM managers. These variables were used to construct the question number 14. Secondly, HRM practices variable covered eight issues regarding HRM functions were derived from existing literature (detailed in Chapter 2, p.43 and 54). These were employed to establish question number 13. This theme demonstrated the adequacy of the classification of HRM activities for the employees. The HRM practices looks at the nature of the HRM activities and how companies manage the standards of HRM. Thirdly, the HRM roles were existed in literature (detailed in p.59) focused on how employee practices were organised. The literature supports the potential HRM roles in helping to drive CSR; however, little research has confirmed this assertion especially in Thailand. Thus, this theme provided potentially various HR roles within the company and in the implementation and development of CSR which were used to form the question number 11. Finally, the sustainable HRM variable concerned the impact of CSR in developing sustainable HRM. The literature demonstrated CSR seems to contribute to sustainable HRM through HRM activities. The variables investigated the perception of sustainable HRM (detailed in Chapter 2, p.45) in companies and the potential of HR professionals to develop sustainable HRM through CSR implementation. This variable comprised of the sustainable HRM knowledge, sustainable HRM motivations, sustainable HRM objectives and the degree of sustainable HRM

transformation. The researcher derived the degree of sustainable HRM transformation from the Ulrich's framework (Appendix 2) to design the questionnaire number 17. Thus, HRM manager questionnaire questions were developed within these four themes (Table 3.1).

In addition, the CEO questionnaire has to be classified into three variables. This questionnaire looked at how companies recognize, and manage CSR through their operations. The CEOs were chosen in consideration of their position and the fact that they are the decision makers or CSR implementation in the company. The first variable was the motivations that looked at why companies implement CSR. By employing motivational factors, the idea of main benefits for engaging in CSR is ascertained. These motivation factors were derived from existing literature in Chapter 2 and used to identify the question number 18. This links to the questions number 17 was constructed from the second theme of CSR activities that demonstrated how companies respond to CSR requirements. This theme was revealed from existing literature in Chapter 2. Finally, employees are the important stakeholders of CSR and HRM. The CSR stakeholder variable investigated the ethical view of the CEO as it supports the valuing of important stakeholders. The questions number 11 and 12 were identified from existing literature in section 2.7.1. For this variable, the normative approach of stakeholder is considered. This emphasise how employees should be addressed as a key internal stakeholder while implementing CSR in the company. These three variables sketch a picture of CSR situation of MNCs and supply chain companies in Thailand. For example, question number 18 of CEO questionnaire was also developed in order to get detailed data on CSR motivations theme. The variables of these research questionnaires were generated and are shown in the table below.

Table 3.1: The Link between Variables and Question Numbers and Research Questions

Themes Name	Themes Detail	Research Questions	Questions No.
1. CSR principles (HRM manager version)	1. Respecting human Rights 2. Engaging employees in CSR activities 3. Respecting labour rights 4. Avoiding child labour 5. Respecting privacy 6. Promoting a diverse workforce 7. Promoting non-discrimination 8. Providing equal access to employment opportunity 9. Ensuring career development for the disadvantaged 10. Addressing work-life balance 11. Paying a living/minimum wage 12. Offering flexible working 13. Providing stress management 14. Promoting health and wellbeing 15. Enabling childcare, elder care and caring for employees 16. Dealing with HIV/AIDs in the workplace 17. Providing a good working environment	What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?	14
2. HR Practices (HRM manager version)	1. Strategic HRM 2. Recruitment 3. Remuneration 4. Health and safety at work 5. Performance appraisal 6. Learning and training 7. Welfare 8. Labour relation	What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?	13

Themes Name	Themes Detail	Research Questions	Questions No.
3.HRM Role (HRM manager version)	1. Advisor 2. Problem solver 3. Facilitator 4. Change agent 5. Employee advocate 6. Functional expert 7. Strategic partner 8. Developer 9. Business partner 10. Leader 11. Innovator 12. regulator	What are the roles that HRM plays in CSR for companies operating in Thailand?	11
4.Sustainable HRM (HRM manager version)	1. Sustainable HRM awareness 2. Sustainable HRM objectives 3. Sustainable HRM drivers 4. Degree of transformation to sustainable HRM	What are the interpretations and perceptions of sustainable HRM of companies operating in Thailand?	17
5.CSR Motivation (CEO version)	1. Risk management 2. Increased competitive advantage 3. Increased market share 4. Increased customer loyalty 5. Long-term survival 6. Reduced regulatory pressure 7. Talented employee attraction 8. Employee loyalty 9. Charitable contributions 10. Community development 11. Reduced environmental problems	What are factors that shape the interpretation of, and engagement in, CSR, and the role of CSR in HR of companies operating in Thailand?	18

Themes	Items	Research Questions	Questions No.
6.CSR Activities (CEO version)	1. Social activities 2. Environment activities 3. Marketing activities 4. Supply chain activities 5. Employee activities	What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?	17
7.CSR stakeholders (CEO version)	1. Employees 2. Line Manager 3. Government 4. Investors 5. Suppliers 6. Customers 7. Competitors 8. NGOs 9. Local Communities	What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?	11,12

In this research the primary data were collected through a questionnaire design where questions were set in a logical order, smooth transition from one topic to the next. This was to ensure that respondents clearly understood the purpose of the research and that they would carefully continue answering the questions until the end of the questionnaire (Bird, 2009). Examples, include: Which of the definitions below best describes CSR in your company?, What are the important factors that your company considers before it implements CSR activities?, What are the formal objectives of the company's CSR activities?, What are the CSR activities designed to engage employees in your company?, Please indicate the most important roles of the HRM department in your company? Which are the important roles for enabling CSR implementation? Please indicate which of the following CSR activities takes place in your HRM department. These questionnaire examples aimed to gather information about the CSR and HRM of the participant companies and the relationship between CSR and HRM, thereby furthering the researcher's understanding of the CSR and HRM situation in Thailand

3.6.1.2 Pilot Study of the Survey

The fieldwork began with a pilot study, which aided the review of the survey. The survey in this research was used to describe general information about the understudied topic of the relationship between CSR and HRM in Thailand. It guides the researcher in planning an interview fieldwork study (Zikmund *et al.*, 2013; Thabane *et al.*, 2010). However, the researcher had pre-tested the questionnaires before sending them to the main participants. This is because it determined the problems from the questionnaires that need to be addressed. The answers from this pre-test could then be developed in the main questionnaire (Teijlingen and Hundley, 2001). This research employed a pre-test questionnaire, which was based on the concept of a “collaborative pre-test” (Blumberg, 2011, p.416) or “declared pre-test” (Czaja, 1998, p.3). The pre-test for the questionnaires was administered to ten human resource managers in the healthcare industry and the Metropolitan Electricity Authority in Thailand. This is because these two companies are the most similar to the target group in terms of CSR implementation and company size. Moreover, respondents were selected by convenience sampling which “is highly desirable to pre-test” (Bryman and Bell, 2011, p190) and which a researcher uses to investigate a group that is not part of the main survey but is homogeneous with the target group. Thus, the CEOs and HRM managers in the pre-test group might understand CSR well, which would help the researcher improve the quality of the questionnaires. The sampling criteria used were purposely based on the position level in the organisation, as well as the connection of these respondents to CSR activities in the industry. The researcher knew and contacted the respondents from a human resource management class in university, who at the time of the research were working as human resource managers in those companies. Then, the researcher used a contact to formulate new connections with other respondents, and from there the snowball technique was used (Bryman and Bell, 2011). Next, the pre-test questionnaires were sent via email to the respondents regarding questions about the quality of

and problems with the questionnaires. Thus, the respondents were asked to do more than just answer the questionnaires.

The pre-test respondents were asked to improve the questions through answering the questionnaire. They were asked to complete the questionnaire before they answered the questions that followed concerning the quality of the questionnaire, and whether they could understand the words, concepts, and terms being used. For example: 'Do you have difficulty understanding the words, terms or concepts used?'; 'Is the sentence structure too complex?' 'Do you understand the task required and the answer format?'; 'Do the sections of the questionnaire and the questions within the sections have logical flow?'; Do you understand the instructions? Are you attentive and interested in the questions?'; 'Do you have any suggestions regarding this questionnaire?

The respondents returned their comments about the wording, the meaning of the questions, the order of the questionnaires and their understanding of each question. The findings showed, for example, that respondents were confused about the instructions, especially as concerned question eleven which asked the respondents to rank the answers according to only five levels when more than five levels were actually given. The questionnaires were especially difficult for respondents who did not have a basic knowledge or relevant understanding of CSR. The test results of the questionnaires enabled the researcher to revise them somewhat before sending them back to the first supervisor for verification. The researcher implemented the suggestions from both supervisors, and then the final copy was sent out to the participants.

3.6.1.3 Sampling and Administering of the Survey

The participants in this study belong to the research population of the group of automobile companies in Thailand. However, owing to the limited budget, labour requirements and short time period, the researcher sought to investigate a small sample representative of the whole population. Consequently, probability sampling was employed to decide upon a suitable sample size. For the survey, an appropriate sampling technique to select the sample size is important (Saunders *et al.*, 2009), as the sample size should be generalisable to the entire population. This thesis used the Yamane formula (see Appendix 5, p.531) to identify the sample size, with sample sizes with a 95% confidence level. Thus, the sample size of this study was 220 questionnaires and the questionnaires accounted for 50 % of the total research sample of the population (489 companies) and the total standard of return rates should not be less than 55 - 60% of the sample size (Fincham, 2008). However, a detailed explanation of the data collection process that resulted in this return rate may provide a more critical evaluation of the validity of the findings than return rate alone (Bandara *et al.*, 2012).

The sampling technique used in this study was a simple random sample technique that used a table of random numbers to correspond to the sample until 310 different companies were selected. This is because the key limitation of the postal questionnaire is the low return rates with typically obtained return rates of less than 50% possibly calling into question the representativeness of the sample (Carley-Baxter *et al.*, 2009). Thus, the researcher distributed questionnaires in 50% more than the amount of calculated sample size. Then the researcher sent out 310 questionnaires of each questionnaire to sample companies to prevent an unacceptable low response rate issue which affects the quality of this research. Thus, the total return rate was 60.2% of CEO questionnaire (124 questionnaires) and 51.5% of HRM questionnaire (104 questionnaires) of calculated sample size (220

questionnaires) (formula in Appendix 5, p. 531). However, of the 14 participants of CEO questionnaire and 18 participants of HRM questionnaire returned incomplete questionnaires were not used in this study. This study had two sets of questionnaires which sent to CEOs and HRM managers separately. Besides, 48 questionnaires were from CEO and HRM manager in the same company. However, the data from these questionnaires were analysed separately.

Postal questionnaires were used for data collection in this study; however, low response rates are a matter of researcher concern. As many researchers (Edwards et al., 2007; Gagnier, 2007; Moccoll *et al.*, 2001) have suggested, effective strategies sending questionnaires require additional materials and time. Thus, the researcher adopted some strategies such as sending questionnaires by recorded delivery, providing stamped return envelopes and a pen, and follow-up contact. Also, the researcher set a strategy to remind the non-respondents by resending a second copy of the questionnaire by post and email. Then, the researcher sent the 310 questionnaires to the subjects in the participant companies by post and inserted return envelopes with the questionnaires. The postal surveys are generally considered to be the least expensive (Bonnel, 2001) than telephone survey and face-to-face interview surveys. This is because postal survey is no need to make journeys in order to gather the survey results and no interviewers are required. Moreover, Brog (2000) stated that most respondents prefer postal surveys because respondents can take the time to answer. As the return rate from the postal surveys were fairly low after first sending the questionnaires out, the researcher called the companies and asked them to complete and return the questionnaires. A couple of weeks after the questionnaires had been sent to the sample companies by post, 150 questionnaires were returned to the researcher. The researcher sent emails to contact them again and some replied providing different addresses for the questionnaires to be sent to. After a couple of months, following telephone

conversations with some participants, many emails and a second copy of questionnaires were sent. Finally, a total of 124 CEO questionnaires and 104 HRM manager questionnaires sent questionnaires back to the researcher.

The researcher calculated the total response rate which was very important in representing the population of the survey research. Accordingly, the total response rate in this research was higher than 45 per cent, which reached a standard response rate (Saunders *et al.*, 2009). Moreover, Baruch and Holtom (2008) stated that “response rates between approximately 35 per cent and 55 per cent are considered realistic” (Akinci and Saunders, 2015). The total response rate indicates the number of respondents which should represent the population so as to reduce non-response bias. The total response rate is the respondent rate that includes ineligible respondents in the formulation (Appendix 5, p. 531). Thus, the researcher needed to ensure the rate was higher than 45 per cent, which is the standard representative rate (Saunders *et al.*, 2009). The sample size of this research was 220 companies which had been returned the questionnaire, or 45 per cent of the population under investigation. Thus, the response rates of both questionnaires were 65.96% and 55.32% (detailed in Appendix 5, p. 531) which is higher than the standard representative (45 %).

3.6.1.4 The Characteristics of the Companies which Responded to the Questionnaires.

Two questionnaire types were used in this study to gain insight into the nature of CSR and HRM practices and the relationship between CSR and HRM. The CEO questionnaire aimed to find out about the development and implementation of CSR in companies. This includes economic conditions, company stakeholders, company strategy and the motivation of CSR implementation. On the other hand, a HRM questionnaire proposed to investigate the relationship between CSR and HRM. Thus,

there were two types of questionnaire respondent samples, the organisational factors were identified to explain the characteristics of the different samples.

- CEO questionnaire

The CEO questionnaire was used to collect data from the CEO or management team of the company. In total, 124 companies responded to this questionnaire. The characteristic of the participants of this questionnaire were identified by level of tier, company types, activities, company size, and participant position.

The companies which responded to CEO questionnaire (see Table 3.2) were categorised according to three tiers: first tier (46.0%), second tier (40.3%), and third tier (13.7%) respectively. Of the total 124 CEO respondents 46.0% worked for MNCs and 54.0% for supply chain companies. Also, the three most common activities of these companies were car manufacturing² (34.7%), machining (11.3%) and plastic process (9.7%). The most frequent number of employees at the respondents' companies was that of more than 200 employees at 53.2%. This shows that the majority of companies in this study were large size companies. The position of the most respondents was that of general manager (62.1%), followed by director (18.5%) and CSR manager (7.3%).

Table 3.2: The Characteristics of Companies Responding to the CEO Questionnaire

Participant Characteristics	Frequency	Valid Percent	Cumulative Percent
Company Tiers¹			
1 st tier	57	46.0	46.0
2 nd tier	52	41.9	87.9
3 rd tier	15	12.1	100.0
Total	124	100.0	
Company Types			
MNCs	57	46.0	46.0
Supply Chain companies	67	54.0	100.0
Total	124	100.0	
Company Size			
1-50 Employees (Small)	17	13.7	13.7
51-200 Employees (Medium)	41	33.1	46.8
More than 200 Employees (Large)	66	53.2	100.0
Total	124	100.0	
Company Activities			
Manufacturing	43	34.7	34.7
Casting	7	5.6	40.3
Pressing	10	8.1	48.4
Plastic process	12	9.7	58.1
Rubber process	8	6.5	64.5
Heat treatment	5	4.0	68.5
Machining	14	11.3	79.8
Surface treatment	2	1.6	81.5
Welding	6	4.8	86.3
Spraying and painting	7	5.6	91.9
Trim	3	2.4	94.4
Other	7	5.6	100.0
Total	124	100.0	

Participant Characteristics	Frequency	Valid Percent	Cumulative Percent
Participant Position			
CEO	8	6.5	6.5
Vice President	7	5.6	12.1
Director	23	18.5	30.6
General Manager	77	62.1	92.7
Other (CSR manager)	9	7.3	100.0
Total	124	100.0	

Remark: 1. the first tier comprises manufacturers which must have the technological capability to produce automotive parts and send them directly to automotive manufacturers. The second tier is made up of the manufacturers of components or raw materials to supply the first tier manufacturers. The third tier is that of companies which manufactures components to supply raw materials to the first or second tiers.

- **HRM Manager Questionnaire**

The purpose of the HRM manager questionnaire was to collect data from HRM manager or HRM staff.

In total, 104 companies responded with this questionnaire and the characteristic of the participants were identified as level of tier, company types, activities, company size, and participant's position.

The companies which responded to the HRM manager questionnaire (see Table 3.3) were categorised according to three tiers: first tier (48.1%), second tier (38.5%), and third tier (13.5%) respectively. Of the total 104 HRM manager respondents 45.2% worked for MNCs and 54.8% for supply chain companies. Furthermore, the three most common activities of these companies were car manufacturing (44.2%), pressing (14.4%) and plastic process (7.7%). The most common number of employees at the respondents' companies was that of more than 200 employees at 63.5%, meaning these were large size companies. The most frequent position was HRM manager (48.1%) followed by HRM senior staff (32.7%) and HRM staff (13.5%).

Table 3.3: The Characteristics of Companies Responding to the HRM Manager Questionnaire

Participant Characteristics	Frequency	Valid Percent	Cumulative Percent
Company Tiers			
1 st tier	50	48.1	48.1
2 nd tier	40	38.5	86.5
3 rd tier	14	13.5	100.0
Total	104	100.0	
Company Types			
MNCs	47	45.2	54.8
Supply Chain companies	57	54.8	100.0
Total	104	100.0	
Company Activities			
Manufacturing	46	44.2	44.2
Casting	7	6.7	51.0
Pressing	15	14.4	65.4
Plastic process	8	7.7	73.1
Rubber process	6	5.8	78.8
Machining	4	3.8	82.7
Surface treatment	2	1.9	84.6
Spraying and painting	4	3.8	88.5
Welding	3	2.9	91.3
Trim	2	1.9	93.3
Other	7	6.7	100.0
Total	104	100.0	
Company Size			
1-50 Employees (Small)	8	7.7	7.7
51-200 Employees (Medium)	30	28.8	36.5
More than 200 Employees (Large)	66	63.5	100.0
Total	104	100.0	

Participant Characteristics	Frequency	Valid Percent	Cumulative Percent
Participant Position			
Human Resource Director	6	5.8	5.8
Human Resource Manager	50	48.1	53.8
Human Resource senior Staff	34	32.7	86.5
Other (Human Resource Staff)	14	13.5	100.0
Total	104	100.0	

3.6.2 Phase 2 – Interviews

In the second phase, qualitative methods with in-depth semi-structured interviews were used to probe the significance of the relationship between CSR and human resource management by exploring the aspects of CSR activities in human resources departments with CEOs and human resource managers. The researcher used interviews to offset the disadvantages of the questionnaires and to gain deeper insights. This is because the interview method provides advantages including accurate screening, and the capture of verbal and non-verbal actions (Saunders *et al.*, (2009). Moreover, the participants are less able to provide false information and the answers may all be truthful and accurate (Saunders *et al.*, (2009). This thesis employed the qualitative method design as a main strand as this method provided different types of data. The qualitative stand was expanded to create an explanation of the relationship between CSR and HRM. In accordance with the second phases of data collection, the sequential survey obtained the descriptive statistical, quantitative results from the sample such as MNCs and supply chain companies in the first phase and then followed these up with the interviews of 10 individuals to explore these results in more depth through application of this qualitative method. As Denzin and Lincoln (1994) stated, qualitative research involves multiple data collection methods and focuses on adopting an interpretive approach to its subjective matter. Therefore, this research uses interviews method as qualitative research to interpret interviewee perspectives that has several benefits

(Lincoln and Guba, 1985): First, qualitative research constructs a detailed description of participants' experiences and interprets the meaning of their actions (Denzin, 1989). Second, the qualitative approach uses interpretive techniques to understand human experiences. Thus, from the epistemological viewpoint, research methods cannot be set apart from culture and the context of where they are used, and qualitative methods are employed for analysis of the content. Third, qualitative research has the ability to understand people's different tones of voices, meanings, and events. Thus, the qualitative technique analyses the interview behaviour during the interviews. Fourth, qualitative research helps the researcher to gain insights into the inner experience of interviewees and to discover how meanings are shaped through and in culture. Finally, qualitative methods such as the interviews and observation used for collecting data, involve the researcher interacting with the interviewers directly. Subsequently, the data is detailed and subjective. This approach helped the researcher to look for any repeated behaviour and actions from the interviews and secondary data from the participants that are most salient by virtue of their frequency (Lincoln and Guba, 1985). The researcher believes the participants share common experiences to explain reality and social phenomena. Thus, a qualitative inquiry can offer perceptions that deepen understanding of participants' experiences and create new theoretical understanding. Using the interpretivist paradigm in the qualitative approach may help further elaborate upon the relationship between CSR and HRM. Thus, this research used the qualitative approach to explain and interpret company actions (Bryman and Bell, 2011). This interview approach can address different sorts of complementary data that provide more exploratory and descriptive explanations of the evidence from qualitative data.

3.6.2.1 Interview questions design

Semi-structured in-depth interviews with human resource managers of participating companies were conducted with the aim to provide in-depth understanding of the relationship framework between CSR and human resource management within the organisation. The interviews help the researcher to explore the results of the data analysis in more depth by exploring why and how participants perceived CSR, HRM and sustainable HRM as well as the relationship between them. The researcher had a list of interview topics (Saunders *et al.*, 2009) based on the results from the survey. The data from the interviews was recorded in audio form. The interview questions were separated into the following 4 sections.

- Details of interview sessions: Organisation and interview details
- Questions about CSR: the company section
- Questions about HRM: the functions section
- Questions about the relationship between CSR and HRM section

The questions in the interview focused on each of the following research questions:

1. What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?

- a. Can you tell me what you consider 'CSR' to mean in your company?
- b. Can you describe to me the extent of CSR in your company?
- c. Is there a particular department responsible for CSR in your company?
- d. Can you tell me what you consider sustainable HRM to mean in your company?
- e. Do you think that CSR in the HRM department can develop sustainable HRM?
- f. Can you tell me which factors are important in transforming HRM into sustainable HRM?

- g. Can you tell me what you think about the sustainable HRM process?
 - h. Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?
2. What are the CSR practices of companies operating in Thailand?
- a. Can you explain to me your company's main priorities, in conducting CSR activities?
3. What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- a. Can you tell me what are the CSR activities in HRM functions?
 - b. Can you tell me which approaches you used to implement CSR? Why?
 - c. Can you tell me the extent of CSR in HRM functions?
4. What are the roles that HRM plays in CSR for companies operating in Thailand?
- a. Can you describe to me the extent of HRM functions in your company?
 - b. Has your HRM department implementing CSR?
 - c. Can you tell me how human resource staff understand and engage with CSR?
 - d. Can you tell me which HRM roles important to implement CSR?
 - e. Can you tell me what may be the potential internal and external benefits when you implement CSR in HRM?
5. What are the factors that shape the interpretation of, and engagement in, CSR?
- a. Can you tell me which external and internal factors might in any way influence CSR in HRM?
 - b. Can you tell me about any internal and external obstacles, which might restrict CSR in HRM?

6. What is the role of CSR in the HR of companies operating in Thailand?

a. Does the company have a plan or strategy for CSR?

The questions were developed within these six topics. According to the participant's different knowledge and experience, adjustments were allowed for each topic and the order of the questions and discussion to best suit the participants. As the relationship between CSR and HRM is an unexplored field, some direct questions, introductions and general explanations from this field were given. This is because this study involved the interactions and perceptions of HRM staff, HRM managers and CEOs participants as social actors. These participants may have their own opinions, experiences and interpretations regarding the research under consideration, which contributes to their own accepted reality in investigating the research questionnaires and interviews (Sekaran and Bougies, 2010; Schwandt, 1994). Hence, the researcher performed the role of an interpreter interacting with the participants and attempts to understand and construct meaning and understand the implications arising from participants' answers. This is linked to the researcher attempting to gain more immersive data and relating the data to the research questions and academic literature. For example, during the interviews several participants from supplier companies mentioned key words that relate to CSR-HRM related issues such as diversity, equality, fairness, wellbeing, work-life balance, and child labour. These data were interpreted by the researcher as relating to the CSR-HRM related practices of supplier companies. This concurs with Locke (2001) who explains that to understand participants' behaviour the researcher must engage with and respond to the participant inquiry. By doing this, during the interviews of those from supplier companies, the researcher explained the concept of CSR implemented in HRM practices so as to raise their understanding of what this practice means. Then, these interviewees could discuss more about what CSR is implemented in the HRM practices in their

companies. This shows that companies, which said they do not recognise CSR in HRM practice, does not necessarily mean that they do not practice it.

3.6.2.2 Pre-Interviews

As described in the previous section, the pre-test study of this qualitative research employed a small pool of respondents similar to the target population before the main study was launched. This pre-test used in-depth interviews to determine the problems of the interview schedule, with the wording, the range of the answers, and the order of the interview questions (Teijlingen and Holtom 2001). As the linkage between CSR and HRM is an underdeveloped area, a pre-test of the interviews was conducted to verify the flow of questions and the researcher's engagement and certify the effectiveness of the interviews.

The interview schedule was sent to the sample group: the human resource managers in the healthcare industry and CEOs in a plumbing company in Thailand. These respondents were selected by convenience sampling (Bryman and Bell, 2011) which the researcher used to investigate the group. This was not a part of the main study but was homogeneous with the samples. Moreover, the companies in the health-care industry also had some similar characteristics to companies in the automobile industry such as size and ownership. The researcher also knew the respondents from a class at university. They provided feedback regarding the questions that may not have sounded clear to the interviewees who knew or did not know the relationship between CSR and HRM.

Next, the researcher sent a pre-test interview schedule via email to the respondents. The 5 respondents were asked to read through and answer the interview schedule in order to improve the questions. They had to read through the interview questions before they answered the following questions about the quality and the problems of the questions, regarding whether respondents could understand the words,

concepts, and terms being used. Do you have difficulty understanding words, terms or concepts? 'Is the sentence structure too complex? Do the sections of the interview questions have a logical flow? Do you understand the questions? Are the questions attentive and interesting? Do you have any suggestions regarding the interview questions? Then, the researcher called them via Skype to interview them.

During the call the respondents commented on the wording in the Thai language as well as the meaning and their understanding of each question as the respondents live in Thailand. The findings showed that the respondents clearly understood the interview questions. However, some aspects of the interview questions proved difficult for respondents who had neither a basic knowledge nor an understanding of CSR. Thus, some interview questions were adjusted according to feedback. For example, the researcher had to give a definition for the phrase "CSR in HRM" because the respondents did not understand what CSR in HRM is.

3.6.2.3 Administering of the Interviews

The objective of this study is to explore the implementation of CSR in HRM practices by MNCs and local supplier companies. Establishing contact with participants and gaining access for interviews started when the researcher sent out the questionnaires and asked who was willing to be interviewed. After, questionnaires were returned to the researcher, with only three companies expressing a desire to participate. Therefore, the researcher contacted these participants again by email with a formal invitation letter to confirm any interviews. Two MNCs and one supplier company confirmed interviews by email. The researcher proceeded to contact these participants by telephone and then asked these interview participants to identify further participants. From here existing participants from the MNCs and a supplier company identified a further three participants from MNCs and four from supplier companies

for interviews. This type of recruiting is called snowball sampling which is a nonprobability sampling technique where existing study participants recruit future participants from among their acquaintances. Finally, the researcher accumulated 12 interviewees from a total of 10 companies for interviews. In conclusion, this research had ten voluntary companies as research participants.

The interview procedure of this study, the basic plan was face to face interviews to participate with interviewees. Eight companies had head offices in Bangkok and Samutprakarn province. However, two companies were in Rayong province, Due to the practicability of time and cost, eight interviews were conducted face-to-face, the others were conducted by telephone. Participants were provided with the introduction and consent sheet through emails before the time of the interview. This document provided the rights as a participant. The interviews were conducted from 15 January to 5 March 2014 at the participants' workplaces, whereas in two companies were conducted by telephone due to lack of convenience. Interviews ranged in length from 30 to 90 minutes.

All interviews were conducted in the Thai language and were tape-recorded with prior permission from participants. The interview tapes were recorded as transcripts in the Thai language verbatim and then sent back to the interviewees to check the validity. As suggested by the literature (Bryman and Bell, 2011; Dey, 1993), at fully tape-recorded and transcribed interview supports precise recall and analysis. Then, after the interviewees confirmed the Thai transcripts, the researcher translated the Thai transcripts into English transcripts (Appendix 6, p.532) and sent them to the translator (Appendix 7, p.581) to verify that the translation truly reflected the content, meaning, and style of the original transcripts. This translator is a lecturer at University of the Thai Chamber of Commerce. This external party is responsible for verifying translations of questionnaires, interview schedule, and interview transcripts.

3.6.2.4 The Characteristics of the Interview Participants

The participants that agreed to be interviewed as part of this study were CEOs, directors, HRM managers and general managers, and they are represented and coded in the table below to maintain anonymity of the interviewees, in-line with the ethical requirements guiding this research.

Table 3.4: Interviewee Backgrounds

Company Number	Code Name	Participant's position	Gender	Company Details	Company Types
1	GM1	General Manager	Male	Local company	Supply chain company
2	HRM1	HRM Manager	Female	Manufacturer, Japan	MNC
3	HRM2	HRM Manager	Male	Manufacturer, Japan	MNC
4	CEO1	Chief Executive Officer	Male	Local company	Supply chain company
5	CEO2	Chief Executive Officer (Senior Vice President in the Corporate Strategies Planning Division)	Male	Manufacturer, Japan	MNC
5	GM2	General Manager (CSR Promotion Sustainable Development Department)	Female	Manufacturer, Japan	MNC
5	HRM3	HRM Manager	Male	Manufacturer, Japan	MNC
6	GM3	General Manager	Male	Local company	Supply chain company
7	CEO3	Chief Executive Officer	Male	Local company	Supply chain company
8	HRM4	HRM Manager	Male	Distributor, Local company	Supply chain company
9	Director1	Deputy Management Director	Female	Manufacturer, Japan	MNC
10	Director2	Director of Corporate Affairs and Communications	Male	Manufacturer, Germany	MNC

Twelve interviewees represented a total of ten companies: five companies were MNCs as car manufacturers from Japan and Germany and five were local supply chain companies. There were three female and nine male. The participants' positions were as follows four HRM managers, three CEOs,

three general managers, and two directors. There are two general managers and two CEOs of supplier companies looking after CSR activities and the HRM department, whereas one company had a separate HRM department. Most of MNCs had a separate CSR and HRM department.

3.6.3 Phase 3 - Secondary Data: Data from Documents and Websites

The primary data from questionnaires and interviews were used in the thesis, these were not enough to understand the CSR situation in Thailand. Therefore, secondary data was employed in this research to collect quality and validity data from the participants (Bryman and Bell, 2015). This secondary data helps to make the primary data more specific. This is because most companies today collect and store a variety of data to support their operations. Some data took the form of particular document on web pages of companies was used as the main source to answer the research questions. The secondary data in this study were used to show how companies stated the CSR concept to the public and provided the rationale behind the company's decisions in CSR implementation. This helps to understand the perceptions of the company concerning CSR. Furthermore, the secondary data can be used to help to triangulate findings based on surveys and interviews.

3.6.3.1 Secondary Data Design

Secondary data consists of both raw data and published documents (Saunders *et al.*, 2009) such as annual reports, CSR reports and sustainability reports; however, secondary data can also include DVDs and CD-ROMs as well. Nowadays, many companies collect, store, and present a variety of data to support their operations through websites. These sources of secondary data were collected by themes (Appendix 8, p.582) and can be analysed both quantitatively and qualitatively. Secondary data helps enable the researcher to find out more about the companies. This is because the companies usually

present and report on CSR activities in their annual reports, CSR reports, company websites and sustainability reports. The researcher was able to get more details on CSR and HRM that the researcher had not asked about in the questionnaires. This is because many companies reveal their social activities through various forms of documentation such as annual reports, CSR reports, and sustainable reports by publishing them on company owned websites (Gray *et al.*, 1995). Chen and Bouvain (2009) and Fenwick and Bierema (2008) assert that companies engaged in CSR practices disclose CSR reports or other information about their CSR on their websites. Thus, this provided more information about CSR and was therefore reviewed in this research. The secondary data came from the websites of the subjects. The researcher searched the active websites of each company. This helped the researcher assess and obtain information on companies not given via answers to the questionnaires. The results from such secondary data were used to support or contrast with the findings from the primary sources and helped the researcher understand how companies present the relationship between CSR and HRM to the public. This allows the researcher place the primary data in it broader financial context and explore how CSR was being used as a marketing tool. Following this, the researcher coded these materials via the Nvivo program and then set the themes (Ryan and Bernard, 2003) (Figure 3.5, p. 145).

3.6.3.2 Administering Secondary Data

The secondary sources comprised data already collected by other individuals, and that was employed both quantitatively and qualitatively as main methods of data collection (Kumar, 2011). Information from secondary sources in quantitative research is usually used in numerical and qualitative research extracts explanations, and descriptions. The secondary sources used in this research comprised company annual reports, CSR reports, sustainable reports, and company websites. Thus, the

researcher searched 180 companies. This number came from the total number of companies which returned questionnaires (228 companies) minus the number of questionnaires which were sent back from the same companies (48 companies). The researcher discovered that 62 companies published CSR on their websites; however, the remaining companies did not disclose any CSR information, and so were removed from the sample. Then, the researcher downloaded and selected all the data relating to the research topic from the internet such as the company's strategy, CSR activities, HRM activities and sustainable concepts. This secondary data helped the researcher compare the information with other analysis methods to see if the results contradicted or supported each other (Intrac, 2017).

3.7 Data Analysis

The thesis has three databases which are examined independently and then brought together. Data analysis in this study comprises the independent investigation of the quantitative data via quantitative methods and the qualitative data via qualitative methods. The data analysis techniques for the quantitative and qualitative methods are explained in the following sections separately.

3.7.1 Quantitative Data Analysis Procedures

For quantitative data, this study focused on non-experimental research to describe a situation or relationship between two or more variables without any interference from the researcher (Swart *et al.*, 2019). Non-experimental research was employed to analyse and provide a summary of the variables. This research took the form of model testing correlational non-experimental designs as a means to examine and discuss a correlation for a particular predictor as type of companies (MNC and Supply Chain Company) and outcome variables as CSR principles, most arising from surveys. In addition, the descriptive statistics provided a summary of the variables and indicate the means, standard deviations

and range of score for variables (Creswell, 2014). Before analysing any dataset, different variable types were set in the questionnaires. The categorical variables as nominal and ordinal scales (Marshall and Jonker, 2010) were employed. The nominal scale is the number and letters given to variables to serve as labels for categorisation or identification. It collects data on a variable that can be grouped into two or more categories (Dalati, 2018) into equally exclusive categories without ranking. An example (Appendix 4, p.506) could be the type of company such as MNC or supply chain company or the CSR activities variable (questions 16 and 17 in the CEO or management team questionnaire version, e.g. social activities, environment activities, supply chain activities or CSR motivations variable (question 18 in the CEO or management team questionnaire version), e.g. risk management, increased competitive advantage, increased market share etc. Next, an ordinal scale was used to describe the order of variables with non-numeric ideas. This scale provided a rank order characterisation of the variables and the distance between variables cannot be calculated. The ordinal variables have two or more categories that can be ranked and ordered such as the HRM practices variable (questions 13 and 15 in the HRM manager questionnaire version) with terms such as yes, no, and do not know or already implemented, planning to implement and no implementation plan. In addition, the Likert scale was employed as an ordinal scale to provide independence for participants to select an answer in either direction if the position lies exactly in between the two extremes of strongly agrees or strongly disagree (Joshi *et al.*, 2015) such as the degree of agreement and satisfaction. For example, CSR principle variables were investigated in terms of the degree of importance with each choice suggesting a clear difference from the other (e.g., very important, important, neutral, low important and not at all important). However, this Likert scale was used as an interval estimate scale with the aim of the researcher being to combine all the items in order to generate a summative score for an individual rather than separate analysis (Carifilo and Perla, 2007) (Joshi *et al.*, 2015) and which can be analysed

by mean and standard deviation. For example the questions for the seventeen CSR principles, the researcher combined all the items from the participants in order to generate a composite score for each CSR principle which showed a realistic distance from the individual CSR principle summative score of another. These measured the collective stance of the participants towards the situation under research. These variables were combined so as to be addressed further in unison. Therefore, this research focused on non-experimental research in which the quantitative data from questionnaires can be analysed by considering the frequencies of different categories, mean, and cross tabulations (Creswell, 2014). However, almost all opened questions in the questionnaires were not answered by the participants and some mentioned topics not relevant to the study such as asking for a copy of the thesis. Thus, the researcher did not analyse the open-ended questions. The researcher coded and entered the data into the computer's SPSS programme for descriptive analysis. Consequently, this research used the descriptive statistics such as frequency, and cross-tabulation to analyse the data from questionnaires. The cross-tabulation was used to understand the results from different type of company.

Frequency is the rate of occurrence of a repetitive event which demonstrates how often something occurs in the data (Lambardi, 1999). Frequency distribution tables better provided the patterns of the data than a simple list and make the data easier to understand. Frequency can be calculated by tally marks the number of time a data value occurs (Reid, 2014). The frequency distribution table usually presents the sum of all frequencies and percentages. The per cent of frequency can be calculated using the formula $\% = (f/n) \times 100$, where "f" is the sum of all frequencies and n is the total amount of items.

The arithmetic mean refers to the fundamental statistic notion that describes a data set, interpret data and allows for comparison between data sets. To obtain the mean, the score of each variable was added and divided by the total number of variables. Mean formulation is:

$$\bar{x} = \frac{\sum_{i=1}^n x_i}{n}$$

Where \bar{x} is the arithmetic mean, x_i is the i^{th} observation, and n is the total number of observations.

Cross-tabulation is used to summarise the relationship between several variables by analysing the frequency distribution table, where two categorical variables are shown simultaneously (such as company types and CSR concepts, CSR commitments, CSR structures, HRM outcomes, CSR principles and HRM outcomes variables. For example, the researcher ran a cross-tabulation on company type (having two categories: MNC and supply chain company) and seventeen CSR principles (each principle having five categories: very important, important, neutral, not so important and not at all important). For this cross-tabulation, the researcher considered the variables that reflect the research question, which is, what are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand? Then the data of these two variables were added in to SPSS and the output then provided a comparison of frequencies of two variables. However, this research did not apply to advanced statistics such as chi-square to test the relationship between the two variables. This result of cross-tabulation aimed to describe the perception of the relationship between CSR and HRM of different company types in Thailand and was used to support the qualitative data from interviews.

3.7.2 Qualitative Data Analysis Procedures: Applied Thematic Analysis via the Nvivo Program

Qualitative data analysis deals with how to turn the words of qualitative data into a series of themes to identify the meanings and relationships between the data and the research question. The themes and

codes were then analysed and interpreted as the results of the research. The researcher employed thematic analysis for the purpose of creating an interpretation of the relationship between CSR and HRM. This concerned the three steps method, comprising the themes of identifying, analysing and reporting within the qualitative data, particularly from interviews and secondary data (Meier *et al.*, 2008; Braun and Clarke, 2006). The interview and secondary data were thematically analysed in English. The thematic analysis was helpful in analysing the interviews where the concepts and categories were identified by investigating interview conversations across companies.

Codes and themes are an important part of the thematic analysis in which a code is defined as “a textual description of the semantic boundaries of a theme or a component of a theme” (Guest *et al.*, p12). Besides, the theme is “a phrase or sentences that identify what a unit of data is about and/or what it means” (Saldaña, 2009, p 139). As an abductive reasoning was employed in this study, codes were developed from the existing and limited literature, and huge numbers of codes were generated from the qualitative data collection, of which there were 4 main themes and 16 sub themes. The code categories were determined along with the previous studies (Mohin, 2012; Phillips and Phillips, 2012; Bolton *et al.*, 2011; Sachdev, 2011; Gond *et al.*, 2011; Jain *et al.*, 2011; Cohen, 2011, 2010; Armstrong, 2011; Inyang *et al.*, 2011; Stropnik, 2010; Hart, 2010; CIPD, 2009; Sharma, 2009; Fenwick and Bierema, 2008; Collier and Esteban, 2007; Schoemaker *et al.*, 2006 Fenwich and Bierema, 2008) and were intended to be equally exclusive and in-depth. Thus, the researcher sought to create and clarify four themes. In this study, the four main themes were defined and constructed by the research questions and literature (detail in Figure 3.2, p.99). The four main themes are as follows the general CSR situation (CSR), general HRM practices (HRM), general Sustainable HRM concepts (Sustainable HRM) and relevance

between CSR and HRM (Relationship). These main themes aimed to answer the research questions as shown in the table below.

Table 3.5: The link between research questions and themes

Research questions	Themes			
	CSR	HRM	Sustainable HRM	Relationship
What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?	✓	✓	✓	
What are the CSR practices of companies operating in Thailand?	✓			
What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?				✓
What are the roles that HRM plays in CSR for companies operating in Thailand?				✓
What are the factors that shape the interpretation of, and engagement in, CSR?	✓			
What is the role of CSR in HR department of companies operating in Thailand?				✓

The CSR theme referred to the type of topics brought to the concepts, stakeholders, motivations, strategies and activities of CSR. The HRM theme indicated the type of explicit references in HRM objectives, outcome and HRM practices and HR roles. The sustainable HRM concerned the areas of sustainable HRM concepts, motivations and outcomes. These three themes aimed to reflect on following research questions: What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand? What are the CSR practices of companies operating in Thailand? and What are the factors that shape the interpretation of, and engagement in,

CSR? The relationship between CSR and HRM covered the topics of motivations to implement CSR in HRM, CSR in HRM practices, HRM roles, and the Happy 8 concepts of CSR which are only used in Thailand. The interview questions were developed within these four themes, aiming to the answer research questions.

Table 3.6: The link between research questions, interview questions and themes

Research questions	Interview questions	Themes
What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?	<ul style="list-style-type: none"> -Can you explain to me the main priorities, which your company has in order to CSR activities? -Does the company have a plan or strategy for CSR? -Do you think that the CSR in HRM department can develop sustainable HRM? -Can you tell me which factors are important to transfer HRM to sustainable HRM? -Can you tell me what you consider sustainable HRM to mean on your company? -Can you tell me what do you think about sustainable HRM process? -Is there anything else that you would like to say about CSR in HRM and Sustainable HRM in your company? -Can you describe to me the extent of HRM functions in your company? 	<ul style="list-style-type: none"> CSR HRM Sustainable HRM

Research questions	Interview questions	Themes
What are the CSR practices of companies operating in Thailand?	<ul style="list-style-type: none"> -Can you tell me what you consider 'CSR' to mean on your company? -Can you describe to me the extent of CSR in your company? -Is there a particular department responsible for CSR in your company? 	CSR
What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?	<ul style="list-style-type: none"> -Do you think that the CSR trend in greater HRM department is desirable? -Can you tell me the extent of CSR in HRM functions? -Can you tell me how human resource staff understand and engage with CSR? -Can you tell me any internal and external obstacles, which might restrict the CSR in HRM? -Can you tell me which internal and external benefits which might happen when you implement CSR in HRM? 	Relationship
What are the roles that HRM plays in CSR for companies operating in Thailand?	<ul style="list-style-type: none"> -Can you tell me which HRM roles important to implement CSR? 	Relationship
What are the factors that shape the interpretation of, and engagement in, CSR?	<ul style="list-style-type: none"> -Can you tell me which external and internal factors that might in any way influence the CSR in HRM? 	CSR
What is the role of CSR in HR department of companies operating in Thailand?	<ul style="list-style-type: none"> -Is your HRM department implementing CSR? -Can you tell me what CSR activities in HRM functions are? -Can you tell me which approaches that you used to implement CSR?, Why? 	Relationship

The interview questions in the interview guidelines were commonly used for both CEOs and HRM managers with minor changes in the way questions were asked based on interviewees' knowledge and experiences, variations were permitted in each question and in the order of the questions. Unprepared questions produced from ongoing discussion were also asked in order to get detailed evidence on research questions. For example, 'Can you tell me the extent of CSR in the HRM functions?' may not sound clear to participants and should begin with simple opening questions such as 'Do you think your HRM department is linked with employee-related issues such as labour rights?'

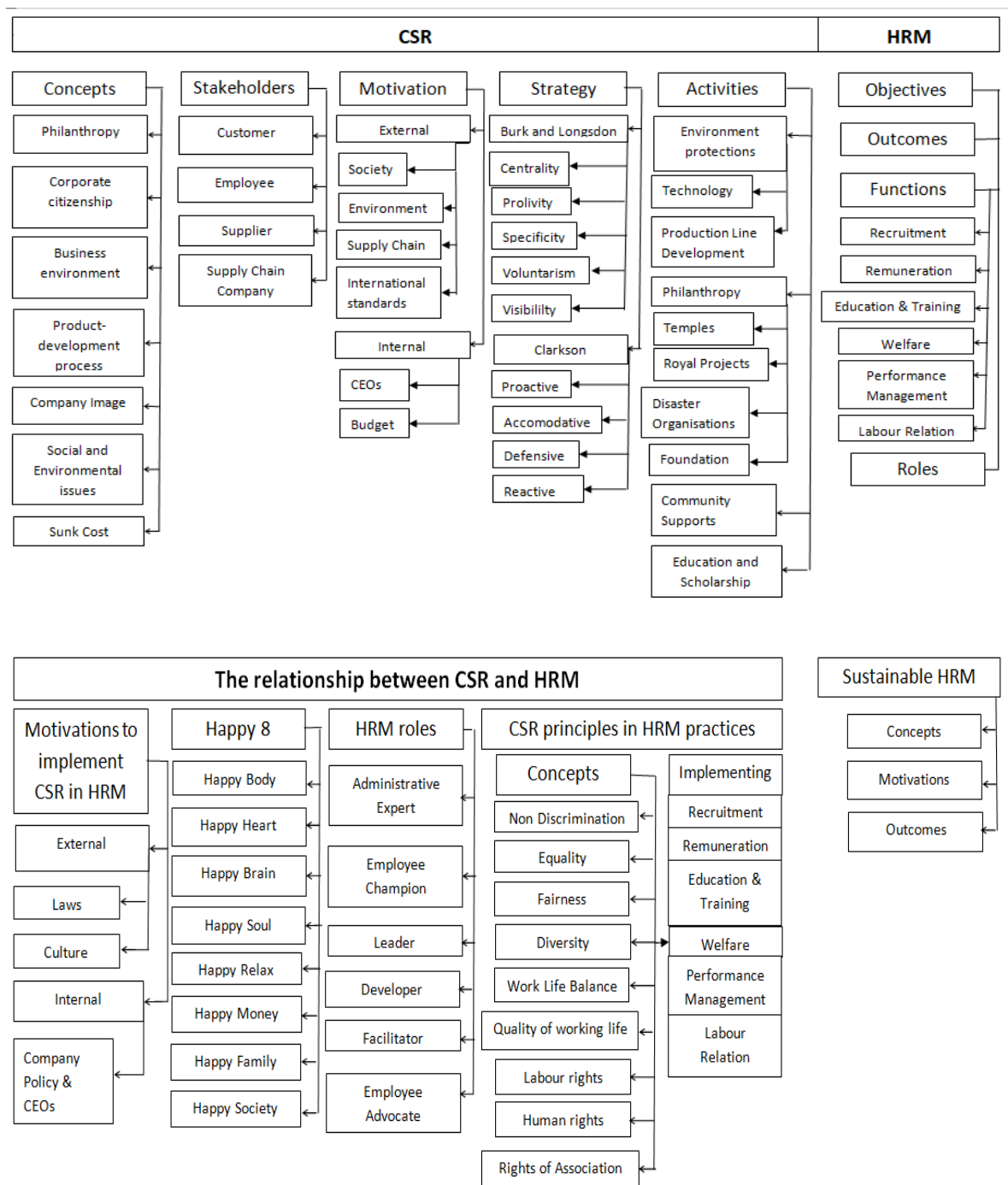
The thematic approach used to define the theme was the key-word-in-context technique. This approach identifies a word as the place for a theme or concept in the body of a text. The researcher begins categorising for each theme while reading the text throughout the coding procedure in the Nvivo software program. The research then followed the four steps of the thematic analysis processes:

Step 1: Data transcription-translation-transcription: All interviews were transcribed from Thai to English transcripts. Then the interview transcripts and the secondary data were dragged and dropped into Nvivo. Nvivo is very important in qualitative analysis because it helps in adjusting, moving, merging, and changing data in codes.

Step 2: Generating codes: The interview transcripts and secondary data were coded via the Nvivo program and the researcher then set and created the themes from literature (Ryan and Bernard, 2003). Qualitative data analysis breaks data down into small pieces and then gathers them together. The researcher used specific patterns and words such as CSR, HRM, sustainable HRM, HRM roles, CSR activities, human rights, diversity, equality, work-life balance, environment, donation, discrimination, fairness, and so on to identify the themes that recurred many times throughout the transcripts, indigenous categories or typologies that looked unfamiliar to the researcher. The data was loaded onto

the Nvivo software for coding and administration and analysis. After this, the same information from the interviews and secondary data were generated into the same themes. On the other hand, different information was set into a new theme.

Figure 3.5 Themes and Node Trees



There are four main themes of this study could be generated: corporate social responsibility as perceived in the automobile industry in Thailand, human resource management in the automobile industry in Thailand, the relationship between human resource management and corporate social responsibility, and the sustainable HRM concept.

Step 3: Reviewing themes: All 125 nodes were reviewed again and unnecessary nodes removed or merged. This reduced the nodes to 76 that were developed into 14 sub themes with various node trees

Step 4: Node trees (Figure 3.4): The results of seven themes were named and defined. The nodes and sub-nodes were defined and organised within the themes. A CSR concept, for example, has 7 nodes which evolved from various sources and references (transcripts and quotations of interviewees, and secondary data). The coding tree was used as a means of organising the data.

Thus, the Nvivo programme was used to create relationships among the nodes, research questions, quantitative results and literature review. The codes and themes were identified and linked with the topics within the analysis. All the nodes were reviewed to search for themes when the Nvivo application merged similar meaning in codes to ensure more meaningful and analytical coding. These connections were labelled and defined as they became apparent. Nvivo provided the researcher flexibility and opportunity in merging, changing and moving nodes, rather than the application. This allowed the researcher to document the frequency of the codes that agreed with each set of interviews. The key themes in the relationship between responses were documented and categorised. These themes were used to explain in order to broadly explore and understand the results from the questionnaires to further explore the research questions. In doing this, first the researcher analysed the questionnaires, then tried to find the reasons behind the results. Next four major themes associated with the six research questions were identified from the in-depth interviews and secondary data. Then the data from the

interviews were used to explore the questionnaires in more depth. The reasons for data integration were to classify the triangulation. This helped the researcher look for areas of contradiction or difference and concurrence in triangulation data, and allowed the data to lead to an outcome (Kawamura *et al.*, 2009).

The applied thematic analysis technique was used to analyse and explore the results of the research. This interpretive study used interviews as they can be best studied as concerns the relationship between CSR and HRM by investigating the experiences and perspectives of CEOs' and HRM managers'. Some direct questions can provide detailed information on the relationship between CSR and HRM such as: Is your HRM department implementing CSR? What are the CSR activities in HRM functions? What is the extent of CSR in the HRM functions? Which HRM roles are important for implementing CSR? Which external and internal factors might in any way influence CSR in HRM? What are the internal and external obstacles, which might restrict the CSR in HRM? This research also analysed data from dissimilar databases that are independently analysed and then combined together in what is referred to as "a side-by-side comparison" process (Cresswell, 2014, p.222). The research began with the quantitative statistical outcomes which were then compared with the qualitative findings that help to confirm or disconfirm the results. Both databases were compared or linked in terms of similarities and differences, with the latter then being discussed and reported in the research. Thus, the linkage of data is important for this study, the next section will explain how these databases are connected.

3.8 Ethics

Ethical research is very important for social research and a requirement of De Montfort University. This research is considered low risk research. The researcher discussed and reviewed the risk factors with her supervisors based on the faculty risk assessment form. Ethical approval must be agreed prior to

data collection as the research ethics application form was approved and signed by BAL's research committee on the 29th May 2012. Thus, participants and interviewees were informed of their rights such as the right to agree or disagree to the use of a recorder, freedom to leave the research, the right to be informed about publication details, and the right to have their identity, and that of their companies, protected in this study in confidence. The questionnaire participants (detailed in Appendix 4, p.516 and 529) and interviewees (detailed in Appendix 3, p.501) were notified about the aims of the research, anonymity, confidentiality assurances, how long the data will be kept, and details of the supervisor. These details were stated in the introduction letter that the researcher sent to participants and interviewees. Therefore, all the questionnaires, records, transcripts, notes and analysed data were kept under aliases to ensure the secrecy of the participants and their companies.

3.9 Summary of the Chapter

This chapter has provided a blueprint of the methodologies used in this research. Quantitative and qualitative research approaches were employed, based on clear philosophical, epistemological and ontological considerations. In accordance with quantitative and qualitative methods, the questionnaires, website searches, and interviews were used to gather data. The population in this research comprises 489 automobile companies from Thailand and the sample size of 220 companies. Applied thematic analysis and descriptive statistics have been used to analyse and interpret data from the field. Chapter 4 will discuss the details of the findings regarding the aspects of CSR definitions, CSR involvement, CSR pressures, CSR filters, CSR strategy, CSR department, CSR standards, CSR activities, benefits of CSR and obstructions to CSR.

Chapter 4

CSR in Thai Automobile Companies

4.1 Introduction

The aim of this chapter is to present the findings of the study from the CEO questionnaires, interview and secondary data through the descriptive statistics and qualitative methods in order to discuss the findings and analysis from the empirical study. The survey results in this chapter are conducted from the CEOs' perspectives (CEOs' questionnaire version). This chapter focuses on the three following research questions:

- What are the interpretations and perceptions of CSR of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?

A very limited number of studies have investigated the CSR situation in Thailand, especially within MNCs and supply chain companies (Yodprudikan, 2016). A consequence, there is limited understanding into how the CSR perspective is addressed by CEOs and HRM managers and what the role of CSR can be in the automobile industry in Thailand. This chapter, therefore, discusses perspectives of the CEOs and HRM managers regarding the CSR concept and examines the motivating factors affecting CSR implementation. This is the first stage in understanding how companies actually address and engage themselves in CSR, to better understand how CSR is defined and perceived in Thailand. As is detailed in Chapter 3, this chapter is presented from the perspective of the CEOs and based on the logic that all participant experiences of the reality of CSR concept in different ways, and that these experiences are subjectively determined and constructed (Canvana *et al.*, 2000). The raw data in this chapter were analysed and demonstrated by linking the

experiences on the CSR practices of MNCs and supplier companies. This means that participants construct and apply their own experiences to respond these research questions. Thus, the researcher has interpreted the raw data from descriptive statistics and qualitative methods and linked it to research arguments and academic literature. An overview of the corporate approach to CSR is outlined in the first section. The second section discusses CSR motivations. The third section examines CSR activities. Finally, the last section of this chapter explains the benefits and obstructions of CSR.

4.2 CSR Concepts

In the survey, CEO participants were asked to pick a statement that best reflected their organisation's approach towards CSR concepts. The most popular CSR definition among the CEO participants, at 31.5%, was of "CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment" For MNCs and supplier companies, this was 12.3% and 47.8% respectively, The second most accepted definition by CEO participants (28.2%) was that "CSR is the obligation of the firm to use its resources in the ways to benefit society through committed participation as a member of society". For MNCs and supplier companies, this was 43.9% and 14.9%, respectively. The third definition supported by 14.5% of CEO participants was "CSR is associated with responsible practice and is the process of corporate social responsiveness and outcomes of corporate behaviour, including impacts, policies and programs". For MNCs and supplier companies, this was 17.5% and 11.9%, respectively.

Table 4.1: MNCs vs Supplier Companies Involvement with CSR: CEOs' perceptions

CSR concepts	MNCs		Suppliers		Total	
	N	%	N	%	N	%
CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment.	7	12.3	32	47.8	39	31.5
CSR is obligation of the firm to use its resources in ways to benefit society through committed participation as a member of society	25	43.9	10	14.9	35	28.2
CSR is associated with responsible practice and is the process of corporate social responsiveness and outcomes of corporate behaviour, including impacts, policies and programme.	10	17.5	8	11.9	18	14.5
CSR is good advertising and / or good for public relation.	5	8.8	12	17.9	17	13.7
CSR is a firm's commitment to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.	5	8.8	3	4.5	8	6.5
CSR can be a source of opportunity innovation or competitive advantage, which an organisation needs to integrate into the core business operating and strategies.	5	8.8	2	3	7	5.6
Total	57	100.0	67	100.0	124	100.0

As the results from the survey show, the majority of supplier company participants perceived that “CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment” (47.8%) the concept most frequently attributed to CSR. This is where supplier companies acknowledge and recognise CSR related to social and environmental issues. When discussing interpretations of CSR participants often used the term “helping and giving something to better society” in Thailand to clarify that their CSR activities are for the benefit of society. The giving

to society is explained by way of a company's sentiment that they are indebted somewhat to society for their operations and they feel inclined to do something in return. Likewise, several companies from the secondary data from company websites confirmed the assertion that some Thai companies interpreted the idea of CSR as helping and bringing about a better society such as AAPICO (2014), Honda (2014), Mitsubishi Motors (2014), NSK steering (2012) and Thai Stanley (2014). On the other hand, the majority of MNCs perceived the concept of CSR "as obligation of the firm to use its resources in ways to benefit society through committed participation as a member of society" (43.9%). This is because they considered themselves in terms of being members of society and that they should do something for society. This draws on the concept of corporate citizenship through which MNCs have come under pressure to demonstrate their good corporate behaviour in every country in which they run their business (Camilleri, 2016). As Wilburn and Wilburn (2011) stated that MNCs attempt to obtain the legitimate rights of society to do business by practicing CSR across their supply chain system. This is consistent with four interview CEO and HRM manager participants from MNCs claiming that their companies were members of society so they should do something to give back to the environment and society (HRM3; CEO2), not cause any harm to society and the environment (Director2) and that they should take responsibility for communities near the company (Director1),

"We are a huge car manufacturing company in Thailand and we are the ones who care about Thai society... We would that country to grown and developed with us both economy and society issues."
(CEO2)

Table 4.2 below shows the degree to which companies commit to CSR within the company's strategy. The CSR level refers to how companies implemented CSR in their strategy and how aware

they were of CSR. The results from the survey show that the majority of supplier companies expressed specification/voluntarism (55.2%) and visibility levels (40.3%), respectively. The specification/voluntarism shows that supplier companies perform and implement CSR programs in limited ways when it benefits the company. Furthermore, the visibility level shows that supplier companies perform CSR implementation in terms of adhering to legal and ethical requirements. On the other hand, the majority of MNCs perform proclivity (61.4%) and centrality (21.2%) levels, respectively. The proclivity level shows that CSR was identified in business strategies and concerned on CSR practices. Besides, the centrality level means that CSR are fitted with company strategy and goes beyond stakeholder requirements.

Table 4.2: The Degree to which Companies Commit to CSR in Company Strategy: CEOs' perceptions

CSR Levels	Implement Level	Survey Participants						Interview Participants					
		MNCs		Suppliers		Total		MNCs		Suppliers		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
CSR fits company strategy and goes beyond stakeholder expectations	Centrality	12	21.1	1	1.5	13	10.5	4	80.0	0	0	4	40.0
The company accepts CSR fully and identifies CSR in business strategies as an important part of planning	Proclivity	35	61.4	2	3.0	37	29.8	0	0	1	20.0	1	10.0
The company is concerned with CSR in limited ways and implement CSR programmes because it benefits the company	Specification and Voluntarism	8	14.0	37	55.2	45	36.3	1	20.0	0	0	1	10.0
The company observes, recognises, and takes action on CSR to follow legal and ethical requirement	Visibility	2	3.5	27	40.3	29	23.4	0	0	4	80.0	4	40.0
Total		57	100.0	67	100.0	124	100.0	5	100.0	5	100.0	10	100.0

These survey findings identify company characteristics as regards CSR in company strategy, with large companies and MNCs noting the prominence of CSR in their strategy more than supplier companies. These findings are consistent with the results from interviews which also show that the majority of MNCs perform centrality (80%) and the majority of supplier companies perform visibility (80%). For example, MNCs (GM2; DIRECTOR2) have established CSR concept in their strategies:

“The main strategy is how to do something to make our world more sustainable.” (GM2)

“For the headquarters, CSR activities relate to the main sustainable philosophy. Then it expands this idea to manufacturing around the world. For Thailand, we have long-term CSR projects.” (DIRECTOR2)

Only one MNC (HRM2) stated that CSR was not important and considered it a sunk cost issue because of company concerns with profit and growth. Sunk costs refers to expenses that the company has already paid in the past that should not affect actions in the future, and which cannot be recovered or refunded or reduced (Roth *et al.*, 2015). This is consistent with Henderson (2007) that CSR lead to sunk costs, and reduced profit. However, this company still practised many CSR activities to sustain a good relationship with society:

“We assume that CSR is a sunk cost and charity, even though we have done many things for the environment and society for the reason that our company is trying to keep our good image and to show the world that we are a good company.” (HRM2)

According to the visibility component, some supplier companies do not include CSR in their strategy and only observe, recognise, and take action on CSR to follow legal and ethical requirement. For example, two supplier companies considered CSR important but commented that they could not

engage in CSR because of the size of the company and budget (CEO1; CEO3). This means a minority of supplier participants with limited budgets have difficulty practising CSR. Thus, to make merit or donate to charity organisations constitutes the most basic level of CSR involvement that shows these companies still maintain a good relationship with society. Furthermore, one supplier participant did not know what CSR was and thought it only related to large companies rather than local companies or SMEs. Moreover, two supplier companies considered CSR important but commented that they could not engage in CSR due to a lack of knowledge and the size of the company (CEO1; CEO3):

“I do not have any detailed knowledge about CSR. I have heard about it via television, radio, magazines and the government sector. I have not gone into detail. I think CSR is quite distant for our company. It can be considered in huge companies such as Toyota, Siam Cement and PTT” (CEO1)

“We do not get involved much in CSR activities because we are a small company. However, we are trying our best to help society. Furthermore, business size has affected our ability to implement CSR as well because CSR activities made cost the company money” (CEO3)

Table 4.3 (below) provides an overview of the specific departments responsible for CSR in the study organisations. This is linked to CSR in the automobile industry in Thailand, in which it is the norm not to have a specific department responsible for CSR. In the survey, participants were asked to pick a statement that best reflected their organisation’s approach towards a specific department being responsible for CSR. The results show 65.7 % of supplier companies do not have a CSR department. It is worth noting that 10.4% of supplier respondents said “everyone in the company is

responsible for CSR”, whereas, 25.8% have HRM departments responsible for CSR. On the other hand, 49.1% of MNCs have CSR department and 43.9% have an HRM department responsible for CSR.

Table 4.3: Departments with responsibility for CSR in the Companies: Survey Results from CEOs

CSR structure in company	MNCs		Suppliers		Total	
	N	%	N	%	N	%
No structure	2	3.5	44	65.7	46	37.1
HRM department	25	43.9	7	10.4	32	25.8
CSR department	28	49.1	2	3.0	30	24.2
Everyone in company	2	3.5	14	20.9	16	12.9
Total	57	100.0	67	100.0	124	100.0

The results from the interviews revealed that only two MNCs companies have CSR departments responsible for CSR activities and three of them have human resource departments with responsibility for CSR as an extra functionality. On the other hand, the majority of participants from supply chain companies (CEO1; CEO3; HRM4; GM1) did not have specific CSR departments as evidenced by the results from the interviews. However, CEOs and general managers or human resource departments have taken responsibility for CSR. Some participant organisations have management teams who have been authorised to decide how to work with the CSR concept through small projects.

In conclusion, the results show that the majority of MNCs were more involved in CSR than some supplier companies. This is because overall MNCs have more knowledge and particular greater budgets than supplier companies to implement and practice CSR. On the other hand, supplier companies do not have the resources to develop and implement a CSR strategy. Thus, they attempted to practice CSR through philanthropic activities; though they do not have enough money

i.e. one company considers CSR as sunk costs. This links to the following research questions: What are the factors that shape the interpretation of, and engagement in, CSR? The details concerning the companies' motivations will be provided in the next section.

4.3 CSR and corporate motivations

This section addresses the pressure issues that force CEOs to implement CSR. CEOs are those persons who are authorised and who can make decisions on behalf of companies. Thus, the researcher only asked the CEOs about the motivations behind their company implementing CSR. The survey results regarding the pressure issues influencing the increase in CSR implementation indicate that of the 124 CEOs, a majority of 70 (56.4%) stated that environmental concerns relating to products or services was the reason their company applied CSR. This shows that environmental issues are a significant influence on the automotive industry. This was followed by the CEOs choosing competitive pressure (11.1%), social concerns relating to products or service differentiation opportunities (10.9%), CSR pressure (9.6%), export regulations (9.0%), improving business performance (8.4%), community pressure (7.9%), stakeholder demands (6.6%), attraction of new customers (4.9%), attraction of new investors (3.6%), and legal/regulatory obligations (2.8%), respectively. The results show MNCs concerned environment pressures (21.8 %), CSR pressures (14.3 %) and social pressures (13.9 %), respectively. In contrast, supplier companies reported differentiation opportunity (15.9%), competitive advantage (14.9%) and community pressures (12.4%), respectively. This reflects the view that majority of MNCs have applied CSR in their business because of environmental issues. The CSR activities that participants engaged in above were the driving forces behind a company employing CSR. The results from the survey show that environmental issues constituted the main pressure influencing companies to implement CSR. This

is because environmental problems are closely linked to the automotive industry and its operations through the life cycle of a car, such as waste, energy and land use, and the pollution in assembly processes, used cars and post-used cars (Martinuzzi *et al.*, 2011). This demonstrates the idea that a renewed awareness in environmental management will result in reduced pressure from environmental agencies. The MNCs might redesign and improve operation systems and products so that they are less environmentally harmful or decrease their raw material usages. On the other hand, the supplier companies look at CSR as an opportunity to do business with MNCs and other customers who CSR affects (15.9%).

Table 4.4: CSR Pressures: Survey Responses of CEOs

CSR Pressures	MNCs		Suppliers		Total	
	N	%	N	%	N	%
Environmental concern relating to products and services	58	21.8	12	6.0	70	15.0
Competitive pressure	22	8.3	30	14.9	52	11.1
Social concern relating to products and services	37	13.9	14	7.0	51	10.9
Differentiation opportunities	15	5.6	32	15.9	47	10.1
CSR concerned	38	14.3	7	3.5	45	9.6
Export regulations	26	9.8	16	8.0	42	9.0
Improving business performance	30	11.3	9	4.5	39	8.4
Community pressure	12	4.5	25	12.4	37	7.9
Stakeholder demand	8	3.0	23	11.4	31	6.6
Attraction of new customers	11	4.1	12	6.0	23	4.9
Attraction of new investors	7	2.6	10	5.0	17	3.6
Legal/regulatory obligations	2	0.8	11	5.5	13	2.8
Total	266	100.0	201	100.0	467	100.0

(Note: That respondents could tick more than one item)

The above survey findings provided overview of motivation factors which influence CSR implementation. This is consistent with the results from the interview. The interview findings provided

further details of the key factors that have influenced the increase in CSR implementation. This can be described through the use of two broad categories.

4.3.1 External Factors Influencing CSR Implementation

The results in this section identify and address the factors shaping MNCs and supplier companies in implementing CSR. The majority of MNCs upheld this view and placed pressure on themselves and supplier companies to ensure socially and environmentally practices. Thus, the increasing attention and awareness of companies as concerns being willing to engage in CSR activities so as to be companies that act for the benefit of society, and that do not cause any harm to society or the environment, are important,

“It is important for our company because the idea of CSR makes the company aware of the environment and society.” (GM1)

“That makes our company concerned with social and environmental issues.” (HRM2)

The environmental concern was a pressure for MNCs more than supplier companies. The interviews showed that MNCs participants mentioned environmental circumstances might pressure companies towards committing to CSR. This is because environmental problems are closely linked to the automotive industry and its operations. According to the Climate Change 2014 report (Sims *et al.*, 2014), the automotive industry is responsible for about 23% of global carbon emissions through the whole life cycle of a car:

“It is hoped that sustainability will develop the thinking process, operation system and management process so that they do not cause any harm to society and the environment.” (DIRECTOR2)

“Our first priority is the environment and any harm that we might do to our society or humanity because of our products and operational processes. Our technologies are not destroying the environment.” (HRM2)

“Therefore, we do not only just improve our manufacturing and our operational processes to protect the environment but also expand our knowledge to everyone who is interested in this issue.” (GM2)

According to the information collected from websites, the majority of automotive manufacturers, such as Toyota, Honda, Nissan, BMW, Ford and Mitsubishi, stated that environmental issues require priority action by the companies and that they must utilise well-planned concepts to protect the environment. This is consistent with the results from the interviews showing that these participants were pressured as regards the environmental issues, demonstrating that the environment has driven CSR practices in companies.

Thus, the results from the interviews showed that MNCs participants cannot neglect CSR practices and must attempt to make every phase of their operations greener, developing innovation and producing sustainable vehicles (HRM1). This theme is evident on automotive manufacturers' websites and they seem to be taking responsibility for their environmental impacts by practising environmental protection programmes. For example, on its website (2014) Toyota has established the “Toyota Environmental Challenge 2050” to focus on reducing vehicle CO₂ emissions and developing vehicles with hybrid technologies to ensure that all cars are eco-friendly vehicles. The Honda Automobile website (2017) launched the “Green Path” which starts from the designing of their vehicles, through to green manufacturing, smart shipping and green dealers to ensure that adverse environmental impacts can be reduced in all processes. Like Toyota and Honda and Nissan Motors (2011) have also set a policy to reduce CO₂ emissions as stated on their websites

and to use resources that do not harm nature and that can be recycled. The BMW Group (2017) stated that sustainability at the company is a strategy to provide sustainable mobility and changing market conditions that reduce CO₂ emissions by integrating sustainable concepts throughout the value chain. Also, Mitsubishi Motors (2011) have attempted to improve fuel efficiency and develop electric and hybrid vehicles that can reduce CO₂ emissions.

The majority of MNC respondents (CEO2; HRM2; DIRECTOR2) mentioned that CSR is important because the CSR trend is a source of pressure on companies to ensure that their activities do not harm society and the environment. This theme reflects the group of answers identified by MNC participants whereby they considered CSR as important because of the many external business factors. These factors, such as the external business environment and customers, the supply chain, communities, government and competitors, all have influence:

“The nature of our production and our products means that we need to be concerned with the effect of them on the environment. Because of climate change and global warming issues, customers and the government expect us to do something about the environment. We are doing this through CSR. According to automobile industry trends, our competitors try to develop their products to protect the environment, and consumers are concerned about environmental problems.” (HRM1)

Both MNC and supplier participants mentioned that they prefer to follow these expectations, even, though not officially enforced by law and regulations, because if they do not it can create negative impacts on company growth, especially profits:

“These CSR activities enable our customers and society to understand our company and make us gain more profits” (HRM2)

“Therefore, now I focus on the quality of our products and customers’ satisfaction to make more income and profits.” (CEO1)

Moreover, the majority of MNCs and supplier companies practise CSR to some degree to retain and improve their company image (HRM4; GM1; CEO1; GM2; HRM1; Director2; HRM2). This is because corporate image enables the company to take advantage in terms of market share, profits, and attaching and retaining customers, which all lead to company success and survival in a competitive world.

Furthermore, MNCs also want to be perceived as being exemplary in their business and as doing business at a high ethical standard. In addition, CSR should make those involved with the company, feel positive, emotionally fulfilled and proud:

“CSR will help employees to be proud of our company and want to be committed and have loyalty to our company, which will build a good corporate image.” (DIRECTOR2)

“I think we need to satisfy our employees first and then their families. This might be the first step. After that, expand to the community and society.” (HRM1)

Furthermore, in terms of the external factors as social concern, these participants tend to agree that MNCs like to consider themselves part of society; thus, they choose to return something to society. These contributions have made companies practice CSR activities intended to put the interests of society at the same level as the interests of the company. This links to the concept of social license (Mitnick, 1995) to operate in Thailand also being prominent among MNCs. The evidence from the

secondary data showed that MNCs have to act as good members of society beyond that required by law, and this can further encourage organisations to be part of society:

“We are devoted to good corporate citizenship, complying with laws and regulations and maintaining high ethical standards.” (Hino, 2014)

“Corporate citizenship: one of Honda’s commitments is to be an organisation that contributes positively to society.” (Honda, 2014)

“We strong aim for good citizenship with social responsible mindset and value the importance of stakeholder in corporate governance.” (Toyota motors, 2015)

As regards the social factors, the majority of supplier companies (CEO1; GM1; CEO3; HRM4) showed that they are good members of society by referring to a variety of actions, preferring to practise CSR through philanthropy, to show an image of organisational performance in social engagement and organisational ethics (Ludescher and Mahsud, 2010). This also reveals the social licence to operate, referring to the ongoing acceptance of business practice standards and responsible behaviour in taking care of its employees, environment and society by being a good corporate citizen (Pimpa *et al.*, 2014). This links to MNCs and supplier companies which then seek legitimacy in business via philanthropy activities based on religion and culture in Thailand. Moreover, in the context of philanthropy related to the Buddhist religion, all interview participants referred to the charity of CSR activities as already being components of the Buddhist religion (Chadsuthichai, 2012; Harding, 2007). Both MNCs and Thai supply chain companies recognise making merit as one CSR activity (Sthapitanonda and Watson, 2015). For example, CEO1 and GM1 mentioned religion which led to his preference for charity work that also supported CSR activities:

“I believe in good karma then Charity. We have done many charity activities with temples, communities, and schools. I choose them from which activities will create a good image for our company. In addition, I concern about the budget that I need to spend on them”
(CEO1)

“We are Buddhists and we believe in retribution- that eventually we will be punished for our bad deeds (karma). Therefore, we are doing good deeds such as charity work because what goes around comes around” (GM1)

The other pressure is stakeholder’s awareness and pressures, especially for supplier companies. Many interview supplier participants mentioned that customer awareness and supply chain pressures have made companies direct further attention towards CSR. This is because the customer is an important stakeholder crucial to the success of a company as well as increasing its long-term goals:

“It is also the pressure from our customers to force us to do something good for society and the environment. Our customers’ requirements force us to do it.” (CEO3)

“We cannot deny social pressures and good governance and ignore any external business factors. Moreover, we can reach new customers more easily.” (HRM4)

These views give credence to the importance of the customer for MNCs and supplier companies in influencing the factors behind implementing CSR and subsequently making companies improve their products and services to respond to customer expectations:

“It is also the pressure from our customers, such as Toyota, Nissan and Mitsubishi, to force us to do something good for society and the environment.” (CEO3)

“We can reach new customers more easily because huge car manufacturers such as Toyota and SAIC ask their supply chain companies if they are willing to do CSR.” (HRM4)

“It can be considered in huge companies such as Toyota, the Siam Cement, and PTT.”
(CEO1)

Customers are not only persons who buy goods and services but also companies such as MNCs which buy goods and services from supplier companies. Thus, the possible customers of supplier companies are individuals or companies who order and purchase their products. In the context of CSR in the supply chain Porter and Kramer (2006) explained how CSR works to create competitive advantage. As Roberts (2003) argues, the sophistication of the supplier networks plays a significant role in company decisions to employ CSR. According to Cruz (2009), and Drumwright (1994), CSR in the supply chain highlights how concerned companies are towards issues impacting stakeholder groups. This research observed the company level survey data in the automobile industry relating to tiers, which refer to a company's level on the supply chain as manufacturer and supplier. The interview participants (CEO3; HRM4) mentioned that manufacturers such as Toyota, Nissan, Mitsubishi and SAIC used CSR to respond to customer expectations and improve the performance of all the participants in its supply chain management system. This concurs with Mitchalski, Montes-Botella and Figiel (2018) in which MNCs defined the potential responsible upstream business practices and promoted CSR as being necessary to improve their sustainability,

“We will ask our suppliers and our supply chain companies to do CSR as well; however, we ask them to volunteer and do not force them to do CSR. If they are willing to do CSR, we will fully support them.” (CEO2)

“Our strategy focused on integrating CSR into our organization and supply chain.” (GM2)

MNCs were increasingly integrating the values of CSR into their supply chain management practices to address the social, economic, and environmental effects of their activities (Mitchalski *et al.*, 2018). Thus, it is important for supplier companies to have CSR in their strategic perspective to remain competitive in the market and to increase the companies' market targets. This is consistent with the results from the survey that found that competitiveness in the market was a main pressure for supplier companies.

The MNCs preferred approaching CSR in ways that go beyond the concept of philanthropy. Thus, this pressure came with the manufacturers' support focussing on the ability that they have, helping them with the knowledge and skills to push companies towards participating in the right direction, with greater efficiency and effectiveness,

“We will send our professional team to help them improve their factory, train their employees and anything else that they will ask for. We will teach them our lean process, Toyota Production System (TPS) and Toyota methods to help them to improve their manufacturing and employees until they have a good production process that does not harm the environment or humans. However, we do not expect everyone to be the same as us, only that they manage CSR and sustainability themselves. We focus on the ability they have and helping them push it in the right direction. We do not need big projects. We create many small projects which many companies can participate in so that our society can become more efficient and effective. We have established a CSR committee; this committee has a policy that integrates CSR across our suppliers and supply chain, which will fulfil our objectives so that our CSR is fully integrated into every company process.” (GM2)

Consequently, customers' expectations, especially within the supply chain company hierarchy, increase awareness of environmental and social concerns, thereby raising the awareness of government and NGOs, and promoting corporate citizenship and sustainability development concepts that oblige Thai supplier companies to employ CSR.

"The external factors are the expectations of society and competitors, which force the company to do CSR activities. Moreover, the huge car manufacturing requirements can compel the supply chain companies and their dealers conduct CSR as well. The internal factor is the company's policy. If the leader wants the company to do CSR, it will undertake CSR activities." (DIRECTOR1)

This shows external factor that top tier companies put pressure on their suppliers to adopt CSR. This reflects that the applications of CSR to philanthropic activities of the above-mentioned companies were limited to external dimension such as customer's expectations and there was no link with HRM. As acknowledged in literature, the HRM department implemented CSR by two methods (Cohen, 2010): first by employing human rights in term of gender and ethnicity; second by initiating changes in training and development function to provide training programmes and motivation systems to encourage employee involvement with CSR activities.

4.3.2 Internal Company Factors Promoting the Use of CSR

From the interviews both MNC and supplier company participants mentioned that internal factors could come from the organisation's goals, vision, and mission from the top executives:

“CSR is dependent on the CEO’s strategy.” (GM1)

“We started to implement CSR in 1965, when the chairman of the board in Japan gave us a strategy to contribute with the country, which we founded manufacturing. We would that country to grown and developed with us both economy and society issues.” (CEO2)

“For the headquarters, CSR activities relate to the main sustainable philosophy.”

(DIRECTOR2)

These participants further commented that internal factors have influenced their company in carrying out CSR activities. These internal factors include the CEOs’ decision to implement CSR, budgets, and company performance. Inspiration from the CEOs encourages the CSR philosophy and to make a social contribution. The CSR was driven by the company’s CEO (HRM4; GM1) so companies were able to create, develop and concern themselves with initiatives involving society and environment. This CEO’s decision to implement CSR links to CSR potentially being placed in corporate strategy. This is advocating companies be concerned with environmental and social conditions and allocate resources to address CSR. The CSR strategy helps companies address and inspire CSR activities. This is supported by Kalyar *et al.* (2013), who asserted that formal strategic planning has links with CSR. It seems that MNCs, which develop deep insights concerning the demands of social responsibility, possibly implement a formal CSR strategy, thus enabling and promoting CSR practices. This is supported by the above quotes that point out CSR strategy is the guideline for CSR practices. Furthermore, the MNC (CEO2; DIRECTOR2) participants mentioned that the MNCs’ headquarters also established the CSR strategy and implemented it through its operations in host countries. This means strategy is an important internal factor that the companies have to consider when implementing CSR.

Additionally, the majority of supplier company participants (GM1; CEO1; CEO3; HRM4) and only one MNC (HRM2) asserted that budget was important for companies to practise CSR because CSR activities might incur a lot of budget costs. This study also sheds further light on the literature (Galbreath, 2011; Cambell, 2007; Rowley and Berman, 2000), findings that the most important driver of the CSR concept is the company's financial performance rather than responsible behaviour. This supports the view that CSR is often linked to sunk costs and is seen as a burden for the company:

"It is a charity and sunk cost, which the company would not volunteer to do but pressures from society and customers influence us to do something to show them we are a good company." (HRM2)

Thus, as each company has its own strategy for CSR engagement, its motivation might depend on the company's characteristics such as size. The size of the company was related to budget and costs, as the supplier companies mentioned that MNCs or large companies which have the budgets could be more able to practice CSR activities than supplier or small companies:

"These are some obstacles for many small companies. However, if you ask large companies such as Toyota, Honda and Nissan these same questions, you will get different answers, since those companies have already done CSR and they also have the money to launch this trend."(GM1)

The supplier companies attempted to practice CSR via charity which were general CSR activities because these are cheaper than other CSR activities such as providing scholarships, establishing a CSR foundation, improving employee well-being or providing a sports centre.

The findings also support the belief that culture is a phenomenon that influences a company's leaning towards CSR. As CEO2 stated, his company (MNC) has attempted to establish "CSR DNA" in all its people. This implanted DNA can encourage employees to participate in CSR activities. This is consistent with Herndon *et al.* (2001), whereby the company's culture can affect a company's ability in CSR practices. The ethical beliefs and ways of doing responsible things' impact employee's behaviour at workplace. This values the CSR concept embedded in the company and also influences on the CEO's decision. This links to the importance of employees with all interview participants mentioning that they are the key driver of CSR activities. Employee CSR participation encourages employees to recognise the values of responsible behaviour, which can lead employees to perceive higher morals and give rise to successful CSR activities:

"The important internal factor is the participation of everyone in the company, from the highest executive person to the lowest level of employees in the company." (HRM3)

"We focus on employees' participation in every activity that we arrange." (DIRECTOR2)

This section presented the external and internal motivations. The results implied that the important external motivations which force companies to practice CSR were environmental and social pressures because automobile industry causes many social and environmental issues such as pollution and waste throughout the entire life cycle of the products. On the other hand, the important internal motivations were the size, budgets. Companies such as MNCs or large companies had larger budgets and put CSR in their strategies more seriously than supplier companies or small companies. The supplier companies preferred to practice CSR via philanthropic activities. On the other hand, MNCs practice CSR in various ways such as education activities, foundation or

environmental projects, and employee activities. The next section will explain the different and similar CSR activities that MNCs and supplier companies engage in.

4.4 CSR Practices of MNCs and Supply Chain Companies.

This section addresses the research question “What are the CSR practices of companies operating in Thailand?” The relevance of CSR activities in Thailand is discussed, acknowledging the perspective from the survey, interviews and secondary data. As the survey results showed (see Table 4.5), the CSR activities that the majority of MNCs currently and mainly engage in start first with the environment (28.6%), community (18.5%), and marketplace (16.3), while, the supply chain companies currently engage in community (37.6%), marketplace (19.3%) and shareholders (14.1%) activities. The CSR activities that MNCs plan to engage in start with supply chain (36.7%), workforce (29.7%) and shareholders (22.2%), while the supplier companies plan to engage in the most start with the marketplace (30.0%), followed by shareholders (27.6%) and community (15.4%), respectively.

Table 4.5: Company CSR Activities that the Company Currently Engages in or plan to: CEOs' perceptions

CSR activities	Already engage in						Planning to engage in					
	MNCs		Suppliers		Total		MNCs		Suppliers		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Environment	96	28.6	9	9.7	105	24.5	4	2.2	15	11.5	19	6.0
Community	62	18.5	35	37.6	97	22.6	7	3.8	20	15.4	27	8.6
Marketplace	57	16.7	18	19.3	75	17.5	10	5.4	39	30.0	49	15.6
Workforce	50	14.9	11	11.8	61	14.2	55	29.7	8	6.2	63	20.0
Shareholder	34	10.2	13	14.1	47	11.0	41	22.2	36	27.6	77	24.4
Supply chain	37	11.1	7	7.5	44	10.2	68	36.7	12	9.3	80	25.4
Total	336	100.0	93	100.0	429	100.0	185	100.0	130	100.0	315	100.0

(Note: Respondents could answer more than one item)

This consists of the interviews which showed that MNCs now focus on the environment, community, customers and employee themes, respectively. Rising environmental issues such as pollution, climate change, and waste make many companies focus on the environment because their operations and products negatively affect environmental stewardship. However, a new trend among stakeholders focuses on making companies plan to focus on irresponsible supplier companies, terrible working conditions because these may damage a company's reputation. Thus, MNCs as an important customer of supplier companies in the automobile industry will expand CSR concepts to their supplier companies and force supplier companies to improve operations and working conditions. However, the majority of supplier companies (CEO1; GM1; GM3; CEO3; HRM4) still focus on philanthropic activities:

“We carried out charity work for government organisations when the disasters occurred in Thailand.” (GM1)

“Our executive managers’ decision is the main priority in doing CSR activities. The main activities are charity, scholarships and donations.” (HRM4)

This is because supplier companies mentioned that CSR activities might substantially increase costs. Besides, philanthropic activities are a simple way to practice CSR when the companies have limited knowledge of CSR:

“Our staff have little knowledge about CSR. They recognise that CSR involves an environmental trends and charity work that the company has to concern itself with.” (GM1)

Moving on now, so as to consider the CSR activities in greater depth, this research investigated CSR activities from the secondary data and interviews. Notably there is a lack of research on MNCs

and supplier companies in developing countries. Most CSR research has focused on developed countries (Cohen, 2010; Matten and Moon, 2008; Welford, 2004; United Nations Global Compact, 2000) where the majority of customers are now much more aware of the environmental and social impacts of the products they buy, and this does not translate into purchasing behaviours. In developing countries such as Thailand due to a lack of education and government enforcement among other factors, customers do not give weight to CSR; however pressure from powerful international NGOs such as Greenpeace, and Global Footprint Network and stakeholder dialogue such as that from MNCs add further to the influence on the adoption of CSR practices. The results from the survey shows that MNCs plan to implement CSR into their supply chain system and that this will impact supplier companies. Also, the supplier companies plan to focus on marketplace activities which should include the influences of MNCs:

“We can reach new customers more easily because huge car manufacturers such as Toyota and SAIC ask their supply chain companies if they are willing to do CSR.” (HRM4)

This statement is supported by a MNC interview participant, who stated that the CSR committee of his company has a strategy to integrate CSR across the supply chain system:

“This committee has a policy that integrates CSR across our suppliers and supply chain, which will fulfil our objectives, so that our CSR is fully integrated in every company process” (GM2)

The CSR practices are evidenced by the activities that companies have been involved in. Thus, this research investigated the CSR activities that companies stated on their websites and interviews to understand what constitutes CSR activities in developing countries. The results from the secondary

data showed that the companies stated highest engagement in environmental activities (33.31%). This result from the disclosures is consistent with Martinuzzi *et al.* (2011) who found that CSR, especially environmental management systems, are usually acknowledged and practiced in the automotive industry. The environmental pressures on the automotive industry cannot be ignored. This is because the operations and product lifecycles of supply chain companies and manufacturers might adversely affect environmental stewardship. The participants' websites showed that the automotive industry in Thailand addresses environmental issues more so than others. After this, according to the secondary data, companies stated high engagement in charity and education activities, respectively. This secondary data is clearly showed that companies practiced CSR through the philanthropic and environmental protection activities.

Table 4.6: CSR Activities from the Company Websites

Activities	Number	Percent	Company name
Contribute with neighbour company	1	0.81	Auto Alliance, 2014
Disaster			
Flooding	5	4.07	Ampas, 2014; Auto Alliance, 2014; Mercedes, 2013; Union Plastic, 2014; Siam NHK Spring, 2012
International disaster	3	2.44	Ampas, 2014; Union Plastic, 2014; Thai Stanley, 2014
Education			
Drug education	1	0.81	TBKK, 2010
Safety driving practices	5	4.07	Honda, 2014; Mercedes, 2013; Michelin, 2012; Mitsubishi motors, 2015; Toyota, 2015
School and university scholarships	21	17.06	Siam Furukawa, 2014; Thai Rung Union Car, 2014; AAPICO, 2014; Ampas, 2014; Auto Alliance, 2014; Mercedes, 2013; Calsonuc Kansei, 2014; Union Plastic, 2014; Hino, 2014; Mitsubishi Motors, 2015; New Somthai, 2015; Siam NHK Spring, 2012; SAIC, 2014; Scania, 2014; Ford, 2015; Toyota, 2015; Denso, 2014; TBKK, 2010; Thai Stanley, 2014; Toyota Boshoku, 2015
Environmental Activities			
Contest activities	4	3.25	Siam Furakawa, 2041; Michelin, 2012, Siam NHK Steering, 2012; Toyota, 2015
Education	4	3.25	Honda, 2014; Kenwood, 2014; Michelin, 2012; Toyota, 2015
Environmental government projects	2	1.63	GM, 2014; Toyota, 2015; AAPICO, 2014; Mercedes, 2013; Thai
Green area	14	11.37	Rung Union Car, 2014; Union Plastic, 2014; Hino, 2014; Honda, 2014; Kenwood, 2014; Nissan, 2014; Toyota, 2015; Mitsubishi motors, 2015; Thai Stanley, 2014; Thai Summit Group, 2014 Toyota Boshoku, 2015; Thai Cubic, 2012 Denso, 2014; Tanaka Precision, 2014
Green procurement	2	1.63	Honda, 2014
Green operation	1	0.81	Denso, 2014
Green products	1	0.81	Union Plastic; 2014, Nissan, 2014; Auto Alliance, 2014;
Recycle	3	2.44	AAPICO, 2014; Jibuhin, 2014; Mercedes, 2013; Calsonuc
Afforest	10	8.12	Kensei, 2014; Union Plastic, 2014; Hino, 2014; Siam NHK Spring, 2012; Toyota, 2015; Siam NHK Steering, 2012; Thai Cubic, 2012
Foundation	5	4.07	Honda, 2015; Nissan, 2014; Thai Stanley, 2014; Toyota, 2015; Thai Summit Group, 2014
Traditional protection	1	0.81	Thai Rung Union Car, 2014
Local community activities	1	0.81	Auto Alliance, 2014
Total	123	100.0	

This evidence from the survey responses (see Table 4.5) and from the company' websites (see Table 4.6) is supported by the qualitative data. The results indicate that companies practised CSR by way of helping and giving something back to environment and society, with the interviews providing details of the CSR activities that companies have applied.

4.4.1 Environmental Protections

CSR is increasing and gaining widespread support in reinforcing the notion that many organisations are significantly concerned about environmental issues, especially the automotive industry. Most of the company activities during the production, operation, distribution, and utilisation phases potentially cause environmental issues. Some of the environmental impacts relate to pollution, emissions, global warming, energy consumption, material losses and waste. In order to maintain a good company image and excellent relationships with the communities and society both MNC and supplier participants have generally carried out CSR activities as regards the environment in two ways:

- **Development of environment technology**

To reduce the environmental impacts, automobile manufacturers are aware of the problems and have put forward more sustainable operation and products. The majority of MNCs spend their budgets on developing technologies by asking schools, universities or development divisions in their company to reduce or solve environmental problems through green technologies. It is noteworthy that the above-mentioned participants are from large companies and MNCs, who argued that CSR is perceived as an investment in human capital development about environmental initiatives. Furthermore, one participant sent their staff to school to help students understand how to recycle materials,

“We are trying to develop our technologies and products to make them harmless to humans, the environment and society. We have given money to educational institutions to develop new technologies or given them our technologies and asked them to develop them. Then they will learn that our technologies are not destroying the environment.” (HRM2)

“We also have a global pollution training centre in this plant which trains people who want to study this topic. We have programs about environmental protection that last three months to a year. Therefore, we do not only just improve our manufacturing and our operational processes to protect the environment but also expand our knowledge to everyone who is interested in this issue.” (GM2)

“Another is the recycling project which we launched for schools that are located close to the Rayong province office. We sent our staff to schools to educate students on how to change waste materials into new products and to re-use them.” (DIRECTOR1)

On the other hand, a minority of representatives of SMEs and local companies focused on product development, especially the quality of their products as we can see in the next section.

- **Product development and production line development**

The participants carried out CSR activities which relate to product development and production line development to reduce environmental problems. These concern activities which companies engage in that affect the environment. Training environment programmes increase employee awareness and practice regarding the environment and environmental friendly products and production line development. These are considered in Thailand as CSR-in-process, in which CSR has been

integrated as part of the company's operational and management systems in order to ensure that its activities and operations are not harmful to the economy, environment or society. As only one supplier company stated that the company was aware of product development and its products not harming the environment and referred to the supply chain pressures that force the company to focus more on CSR.

"From my point of view, CSR is the concept that involves social and environmental issues. It is also the pressure from our customers, such as Toyota, Nissan and Mitsubishi, to force us to do something good for society and the environment. We are trying to develop our products so that they do not cause harm to the environment." (CEO3)

Moreover, the Thai automotive companies stated on their websites that they are concerned with how their operational processes might cause environmental problems. Thus, these companies present themselves as responsible companies taking care of the effects of their actions. The results from secondary data as company websites found that the majority of MNCs, for example, Toyota Motors present their operational systems in as good a light as possible as if they are practising CSR-in-process.

"Toyota automobile production process consists of five main stages. Each stage of the production process is equipped with advanced system to reduce pollution and waste that are discharged during the production such as air pollution, noise and wastewater. This includes a systematic disposal of liquid and solid waste." (Toyota motors, 2015)

4.4.2 CSR Activities Relating to Philanthropy

In Thailand it is said that CSR is old whiskey in new bottles (Lao kao nai kud mai), especially regarding its relationship to the idea of charity. In Thailand, the idea of charity has long roots in Thai culture and religion. Furthermore, many Thai companies still believe that CSR constitutes

philanthropy and charity. The highlight firstly is philanthropic activities that are common to all companies regardless of the Thai context (e.g. focus on the communities). Then secondly, highlight the philanthropic activities that are unique to Thailand and whether these are practiced by both types of companies. However, the Thai context have more influence on supplier companies than MNCs in term of their philanthropic activities. The Thai context is based on the Thai cultural norm of nam-jai; essentially an emotional concern manifested by one individual by trying to help another individual. Thus, it is no surprise why so many supplier companies think that CSR is not a new paradigm because they believe themselves to have implemented CSR a long time ago, especially in terms of the support of religion, community, the disabled, and the royal projects. Moreover, Thai culture is based on deeply embedded philanthropic concepts and the Thai public donate to special causes. This reflects how the respondents perceive CSR as a philanthropic activity, and how they engage in it through a variety of ways.

For example, the majority of supplier companies donated their money to temples, with the temples being able to spend the money in different ways, such as religion, community, and education activities, etc. This means of CSR is expressed by the company giving, helping and sharing food, money or resources to monks and others by making merit. By doing so, it is believed that companies thus gain happiness, good luck, performance and success,

“We have donated our money to orphanages and to a temple in Uthai Thani province every year.” (GM1)

“We have done many charity activities with temples.” (CEO1)

The majority of MNCs companies also choose to donate to other organisation such as NGOs, and charity and government organisations which have the ability to carry out social and environmental

activities. These include the Thai Red Cross, NGOs, hospitals, HIV organisations, and schools. The participants have been involved with these organisations, especially through financial donations and sponsorship:

“The main priority is charity activities, which include donating money and miscellaneous goods to NGOs such as Thai Red Cross. For example, we spent money on helping NGOs build accommodation for students in many rural schools and spent money on a hospital for cataract patients.” (DIRECTOR1)

“We only do charity work and participation with NGOs and government departments when we have been asked.” (HRM1)

Furthermore, the MNC participants' views tend to conform to Thai culture and society in which the Thai royal family has long played a central role. Thai royalty has the duty to develop the country and MNCs support the royal projects in obtaining good representation (CE02; HRM1). These projects have had the objectives of developing people's lives, environmental protection, and social security since 1950 (Office of the Royal Development Projects Board, 2016; Mookpadit, 2004). Thus, this was the situation in Thailand long before CSR was first introduced in 1999 (Prayukvong and Olsen, 2009). These MNC participants supported King Bhumibol's notion of sustainable development, with financial and other donations being made to many projects implemented to improve various kinds of natural resources and human resources aligned with the concept of sustainability,

"We gave ten Toyota (Soluna) cars to his Majesty to use for the office of His Majesty's Principal Private Secretary. His Majesty asked us to sell his old car, which sold for ~£12,000. Then he gave that money to us to build a rice mill, and we now buy rice from farmers, grind it and sell it to our employees for less than the market price." (CEO2)

"Our company did many activities to benefit our society by charity for NGOs and Royal projects."
(HRM1)

Additionally, MNCs invest in establishing the foundations to carry out CSR instead of directly through the company itself. Examples from the interviews include the Company 3 foundation (HRM2) and the Company 5 foundation (CEO2). Moreover, MNCs disclose on their websites that they established the foundations such as Toyota Foundation Thailand and Mitsubishi Foundation Thailand. This is considered CSR-as-process through which companies establish a non-profit organisation comprising CSR activities performed for community and society. These participants in the MNCs' foundations still perform CSR as philanthropic activities. As seen on their websites, the main activities focus on education, scholarships and people's well-being,

"We have done many CSR activities through our company Foundation for 10 years."
(HRM2)

"According to our Foundation, it focuses on education, scholarship and people well-being."
(CEO2)

There are many CSR activities in the organisation which influence employee volunteers, such as the links between the employee and social and environmental satisfaction. The HR department of participants usually supports employee engagement and CSR practices, such as through encouraging employees to engage with CSR voluntary activities, through social volunteer clubs, labour and unions in which members carry out CSR activities outside the company, for example, by

financial and blood donations. These activities are based on the employees' own initiative whereby they are encouraged to think for and express themselves in carrying out CSR activities with the support of the company:

"We build a social volunteer club, which has 200 – 300 members, who do CSR activities outside our companies." (HRM3)

"Our employees voluntarily undertake blood donation for the Thai Red Cross every year."
(CEO3)

The community is mentioned as a stakeholder by many companies from secondary data (Krisnawati, *et al*, 2014; Ali and Riawan, 2013; Brown and Forster, 2012; Figar and Figar, 2011; Germanova, 2008; Branco and Rodrigues, 2007; Kristoffersen; 2005). The interviews show why and how interaction between the participant's company and the communities may be managed through financial and equipment donations and the provision of help when requested by the community:

"Finally, we have arranged many volunteer camps and asked our employees to participate in the rural area development camp." (HRM2)

Afrance and Adjei-Poku (2013) suggest that community development can be better achieved when companies are interested in CSR. Similarly, some supplier companies in Thailand display greater concern for corporate philanthropy as regards the community than commitment to improving the quality of life or sustainable development of the local community:

“I made many jackets with our company's logo for motorcycle taxi riders and aprons for female cooks at the weekend markets and schools that are located near our company.” (GM1)

“Our company always does activities with our communities close to us. I have sent our technician to help community to fix public things when they have broken. Our company builds a playground for children in the community.” (CEO1)

“We do CSR with the communities near our office....We help communities to reforest, and we donate to schools and temples close to us.” (HRM4)

Nowadays, the majority of MNC participants are attempting to practise CSR by providing education and scholarships to schools and universities rather than charity to schools. This is because education is one theme of many parts of CSR (European Commission, 2011) that has been highlighted, revealing the continuing trend of CSR in emphasising the taking of responsibility as regards public education. The only participants able to build schools that improve the quality of human capital and produce labour that can respond to the social requirements are large companies and MNCs. This also helps the country reduce unemployment rates. Moreover, they have undertaken such building and management instead of the government. These activities conform to Keijzers' concept (2002) that corporate sustainability focuses on human capital management (Young and Tilley, 2006; Dunphy and Benveniste, 2000). Besides, the interviewees from the MNCs take other approaches to improving people's education, by giving scholarships to the schools and universities (CEO2; HRM4; GM2; Director2; HRM2) and then, after these students graduate, they might go to work with the company providing them the scholarship. This gives the company the possibility of both talented and loyal labour.

Nowadays, the majority of companies, especially large companies and MNCs, realise that philanthropy alone cannot achieve CSR purposes. The MNC participants believed that CSR should

be more considerate and linked with business operations that contribute to sustainable results for society. Three participants at MNCs mentioned that their companies are moving away from traditional CSR to that of charitable activity:

“We are trying to find the ways to help people survive by themselves. We would rather give people knowledge than give them money. We would rather teach people to fish than give them fish.” (GM2)

“We push the concept of sustainability forward, and it is hoped that sustainability will develop the thinking process, operation system and management process so that they do not cause any harm to society and the environment.” (DIRECTOR2)

“We are trying to develop our technologies and products to make them harmless to humans, the environment and society. We concerned with the quality of people in our society and believe that they should have the opportunity to study.” (HRM2)

Furthermore, some companies, such as manufacturers, large companies and MNCs, stated on their websites that they would practise CSR beyond philanthropic activities. This shows that CSR might help the companies reach their goals and gain other advantages from their commitments:

“Honda is committed to helping create a sustainable Thai society and has cooperated with both the private and public sectors to implement many CSR activities. Improvements impact every aspect of the quality of life for Thais, from the environment and education to safety and social welfare.” (Honda, 2014)

“Shoki Hoko = corporate responsibility to society strive to enrich society, both materially and spiritually, while contribution towards the preservation of the global environment.” (Mitsubishi motors, 2014)

“Integrated CSR across value chain.” (Toyota, 2015)

This section highlights philanthropic activities such as the focus on the community and religious donations which are specific practices for supplier companies. This is because several local Thai companies or SMEs might not be able to practise CSR due to limited budgets, donations and sponsorship are the easiest means by which they can practise and engage with CSR, requiring minimum effort yet still providing something in return for society. The majority of supplier participants believed that it would be better than doing nothing if companies are willing to help and at least be of benefit to society in some way. On the other hand, the unique philanthropic activities of MNCs in Thailand are the practices of establishing foundations, and donating charity to royal projects and provide scholarships. These philanthropic activities used a large budget to support them that only large companies and MNCs can respond to these social requirements. The results in this section pertain to the Thai context such as the monarchy, religion and culture, and these have more influence on companies in terms of their philanthropic activities. In accordance with Buddhist and Thai culture, Thai companies often perceive philanthropy to be an important CSR activity which they can also do. However, these philanthropic actions are suitable for company actions during crises, as reflected by participant involvement during the tsunami and flooding. Furthermore, many Thai companies have practised CSR in the form of donations and charitable activities, having changed the term from philanthropy to CSR because they felt pressure to commit to CSR. To sum up, it can be said that the relevance of CSR practices were affected by the stage of CSR development in company.

These activities showed that CSR may benefit companies, society and the environment in many ways. However, the results showed that some companies were not able to practice such activities due to the obstacles they faced. The next section will explain the CSR benefits and obstructions

which link to the research question: “What is the interpretation and perception of CSR of companies operating in Thailand?”

4.5 CSR Benefits and Obstructions varied between the MNCs and supplier companies

Companies are currently experiencing the benefits of CSR. As indicated by Table 4.7, companies currently benefit from CSR activities that reduce environmental problems (12.0%). The results also reveal that the majority of MNCs (16.4%) were more focused on environmental benefits than supplier companies. As discussed above, automobile manufacturing is closely linked to environmental problems. Companies are motivated to implement CSR linked to issues caused by regulatory pressures (11.6%) such as environmental law. This is because MNCs in Thailand were forced by their headquarters such as Japan and Germany to implement CSR in the host countries (CEO2; DIRECTOR2). CSR implementation which emphasises CSR-in-process pushes companies to improve their operational processes and products so as to not cause harm to the environment such as by reducing air and water pollution, waste, the level of CO₂, and global, regional and country climate change. Other areas of interest are: community development (11.2%), increased competitive advantage (10.5%) and charitable contributions (10.0%), respectively. The CSR benefits of MNCs may impact large scale social and environmental issues because they have the budget, time and people to spend on the CSR activities. Furthermore, MNC participants mentioned that CSR activities benefit corporation as well as society and environment. The issue of the corporate image is mentioned by MNC participants:

"The company was concerned with our employees' lives and social activities, because these kinds of activity make up our company's image." (HRM1)

"We have done many things for the environment and society for the reason that our company is trying to keep our good image and to show the world that we are a good company. This gives us a good image and will attract talented labourers to work with us."
(HRM2)

"These will help improve our image and good reputation." (GM2)

The implementation of philanthropic responsibility has significant influence on corporate image. This means that Thai society pays more attention to philanthropic responsibility and has less recognition or understanding of corporate practices as regards other ethical responsibilities. One possible explanation is that MNCs may find ways to gain the social licence to operate in Thailand:

"Customers and the government expect us to do something about the environment. We are doing this through CSR." (HRM1)

"We have a strong image that we always respect our customers and society. We do not lie to customers and society." (HRM2)

On the other hand, the majority of supplier companies perceived CSR benefits as charitable contributions (16.3%), and community development (15.9%). This is because supply chain companies practise CSR as philanthropic activities by donating to charity or something outside the company. Furthermore, many CSR activities involve communities such as charitable contributions which enhance the reputation of companies which benefit in terms of sales and can be somewhat

advantageous to communities nearby the companies. The supplier companies also point out that CSR can advertise the company to the public and attract customers.

“CSR activities that we have already done will promote our company’s name and create a good image.” (GM1)

However, the supplier companies consider CSR in terms of how it benefits by reducing the pressure from their customers, especially MNCs (car manufacturers). The MNCs have forced supplier companies to implement CSR. Thus, the benefits of CSR to supplier companies are that it helps to reduce the pressure from the supply chain system and increases competitive advantage.

“It is also the pressure from our customers, such as Toyota, Nissan and Mitsubishi that forces us to do something good for society and the environment.” (CEO3)

“We can reach new customers more easily because huge car manufacturers such as Toyota and SAIC ask their supply chain companies if they are willing to do CSR.” (HRM4)

Table 4.7: Benefits of CSR: CEOs' perceptions

CSR Benefits	MNCs		Suppliers		Total	
	N	%	N	%	N	%
Reduced Environmental problems	90	16.4	31	6.7	121	12.0
Community development	40	7.3	73	15.9	113	11.2
Increased competitive advantage	44	8.0	62	13.5	106	10.5
Charitable contributions	26	4.7	75	16.3	101	10.0
Increased customer loyalty	51	9.3	37	8.0	88	8.7
Reduced regulatory pressures	64	11.6	23	5.0	87	8.6
Increased market share	59	10.7	27	5.9	86	8.5
Long-term survival	20	3.6	63	13.7	83	8.2
Reduced Risks	58	10.5	24	5.2	82	8.1
Employee loyalty	48	8.7	31	6.7	79	7.8
Talented employee attraction	50	9.1	11	3.0	64	6.3
Total	550	100.0	460	100.0	1010	100.0

(Note: that respondents could tick more than one item)

Table 4.8 below shows the majority of MNCs (51.8%) and supplier companies (28.2%) perceived the main obstruction was a lack of time. As evidence in the interview results show, supplier companies do not have CSR departments, so they transfer CSR as extra work to other departments, such as general management departments, or human resource departments. Unfortunately, these departments have their own duties and responsibilities whereby they might not have enough time to practise CSR. However, in line with the literature (Sarvaiya et al., 2016) which suggests CSR principles namely, equality, non-discrimination, health-wellbeing, were closely worked with HRM practices at no cost to the supplier companies. The next chapter will explain how CSR principles are set in HRM practices. Furthermore, the interview results reveal that supplier companies might not have the knowledge or understanding of what CSR is, further encouraging employees to not participate in CSR. This is contrast with what the evidence from the interview results show. MNCs as a car manufacturer have many training programs to encourage employees' participation:

“We were trying to build CSR into our employees’ DNA by using many training courses. We hoped employees would understand what CSR is and how it benefits our company and themselves.” (HRM3)

This is in line with the literature which suggests that training programs are important to encourage employees participate in CSR activities (Wilcox, 2006). However, the findings from supplier interviewees stated other ways in which they have not have any their CSR training programs to develop CSR knowledge and encourage employee participation,

“We do not have a training course about CSR.” (GM1)

Furthermore, the majority of supplier companies from interviews mentioned that budget is the most important obstruction to implementing CSR. This is because they may think CSR related to big projects and the amount of money:

“The CSR budget depends on company profit and how much money the employees donate.” (GM1)

“I am concerned about the budget that I need to spend.” (CEO1)

“We set the budget at approximately 500,000 Thai baht (~£10,000) per year. It is not much if you compare it with large companies.” (CEO3)

Thus, supplier companies focus on the big philanthropic activities (see above section) and may not concern other responsible behaviour. This is also mentioned by MNCs, who stated that they do not expect their suppliers to be the same with them. Thus, alternative responsibility practices such as consideration of employee-related issues can be ways for suppliers to implement CSR.

“We do not need big projects. We create many small projects, which many companies can participate in so that our society can become more efficient and effective.” (GM2)

Table 4.8: Obstructions to CSR Activity: CEOs' perceptions

CSR Obstructions	MNCs		Suppliers		Total	
	N	%	N	%	N	%
Lack of time	44	51.8	50	28.2	94	35.9
Lack of know-how	12	14.1	26	14.7	38	14.5
Lack of technology	0	0	21	11.9	21	8.0
Lack of employee motivations	21	24.7	45	25.4	66	25.2
Lack of human resource department	8	9.4	34	19.2	42	16.0
Lack of CSR benefits	0	0	1	0.6	1	0.4
Total	85	100.0	177	100.0	262	100.0

(Note: that respondents could tick more than one item)

To sum up, it can be said that CSR implementation as discussed above benefits environment, society and company financial factors such as reducing pressure from customers. These benefits of CSR are highly contingent upon the different types of company. MNCs recognised CSR benefits for the environment and society more than supplier companies. Furthermore, the findings here offer the minor insight that CSR activities do not need to deal with big projects or large amounts of money. Thus, alternative responsibility practices as regard employees can be ways for a company to implement CSR.

4.6 Summary of Chapter

This chapter has focused on investigating corporate social responsibility in the automobile industry in Thailand. The results showed that the majority of CEOs believed that "CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment". Furthermore, the results also showed that the most popular CSR activities of these supplier companies are philanthropic in nature, while MNCs were more concerned with environmental

activities. CSR standards are not commonly implemented in the supplier companies. This shows that the majority of supplier companies in the automobile industry in Thailand are involved with CSR at a low level of involvement. This is interpreted as meaning where supplier companies acknowledge and recognise CSR and emphasise CSR practice through charitable activities. On the other hand, MNCs practice CSR through establishing foundations and improving the education system and providing scholarships. Chapter 5 will discuss the relationship between CSR and HRM, focusing on the implementation of CSR in HRM in the company.

Chapter 5

The Relationship between CSR Principles and HRM Practising CSR

5.1 Introduction

This chapter explores the relationship between HRM and CSR through the results of the surveys (from HRM manager questionnaire), interviews, and company disclosures. This dimension of HRM practices deals with CSR aspects such as work-life balance, equality, fairness, and diversity. According to Cohen (2010), CSR is closely related to HRM practices. Accordingly, the literature (Gond *et al.*, 2011; Fenwick and Bierema, 2008) proposed that HRM practices can be addressed from the CSR perspective and the role of HRM is closely applicable to CSR implementation. This chapter will address the following research questions:

- What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?
- What is the role of CSR in HR department of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What is the interpretation and perception of sustainable HRM of companies operating in Thailand?

This chapter is conducted from the perspective and interaction of the participants based on the logic that all participant experiences of the reality of CSR-HRM relate in different ways, and these experiences are subjectively determined and constructed (Canvana *et al.*, 2000) as is detailed in chapter 3. This means that participants create and apply their own experiences to these research

questions. This is because the link between CSR and HRM has not been adequately addressed. Thus, the raw data in this chapter were analysed and demonstrated by comparing experiences on CSR implementation in HRM practices between MNCs and supplier companies. The researcher attempts to interpret the raw data by rearranging and moving them without fundamentally change and preparing them for critical analysis. To help sustain the trustworthiness of the findings in this research extensive assessment is needed to cross-check discrepancies between the data from survey, interviews and secondary data. Thus, the researcher has interpreted the raw data from various data collection methods and related them to the arguments and academic literature.

An overview of the relationship between CSR and HRM in Thailand is presented in the first section. The second section discusses the implementation of CSR principles in HRM functions. The third section presents the role of HRM professionals in the implementation of CSR. Then, the benefits of CSR principles implemented in HRM functions are presented. The next section discusses the implementation of CSR in HRM functions. The final section investigates the relationship between CSR principles and the readiness to transform HRM into sustainable HRM.

5.2 An Overview of Relationship between CSR and HRM in Thailand

In addition to the survey showing that many HR departments in this study practise CSR through environmental and philanthropic activities, and also confirm the results of CSR activities that the HRM department have practised. The results from the survey (see Table 5.1 below) show that the most common CSR activities in the company go from enabling the collection of recyclable material (27.9%), to blood donations (26.8%), donations to support public welfare (23.7%), and volunteering for community support (21.6%), respectively. This shows MNCs (29.1%) practiced CSR on simple environmental issues while supplier companies (32.8%) practiced CSR through volunteering for

community support rather than implementing CSR principles into to their HRM practices. This links to Davies and Crane (2010) whose study stated that HRM seem not to implement CSR into its functions. This contrast with interview results that show the HRM department of MNCs (HRM1; HRM2; CEO2; GM2; HRM3; DIRECTOR1; DIRECTOR2) and some supplier companies (HRM4) have practiced CSR in their functions somewhere. The details regarding the CSR implementation in HRM practices are presented in the section.

Table 5.1: CSR Activities of HRM Department: HRM Managers' Perceptions

CSR activities in the company	HRM managers				Total	
	MNCs		Suppliers			
	N	%	N	%	N	%
Enable the collecting of recycling material	64	29.1	16	23.9	80	27.9
Blood donation	59	26.8	18	26.9	77	26.8
Donations to support public welfare	57	25.9	11	16.4	68	23.7
Volunteering for community support	40	18.2	22	32.8	62	21.6
Total	220	100.0	67	100.0	287	100.0

(Note: That respondents could tick more than one item)

The interviews conducted enhanced the understanding of the relationships between CSR and HRM. The thesis reports the data systematically by company sizes i.e., MNCs and supplier companies. As some of these interview participants which work at supplier companies asserted (GM1, CEO1, CEO3; GM3), they did not acknowledge CSR in the HRM department. However, the interviews show that CSR is linked to environmental issues and marketing. For example, GM1 mentioned that CSR related to “global warming”. Besides, DIRECTOR 1 stated that CSR linked to “marketing rather than HRM”. Additionally, GM1 mentioned that the HRM department of supplier company concerned routine HRM practices and CSR which related to HRM as a philanthropic project:

“HRM department do their job as facilitators and provide HR services for our company, such as payroll, social security funds, training and welfare. They do routine HR services and some CSR projects that involve employees, such as asking employees for donations.”

(GM1)

These statements reflect how, in most supplier companies in this study, HR was considered to be internally-focused and not strategically focussed. Furthermore, these impressions are reflected in several of the interviews conducted during this study, with participants stating that CSR is not greatly acknowledged by the HR departments. Moreover, the above-mentioned participants argued that CSR is mainly implemented as external activities relating to environmental initiatives and marketing, and as such does not involve HR. This shows that some supplier companies have not recognised CSR implementation in HRM practices, even though they have already done it. It might be a problem that supplier companies have lack knowledge about CSR especially for HRM practices. However, during the interviews several participants from supplier companies mentioned the following key words relating to CSR-HRM related issues: diversity, equality, fairness, wellbeing, work-life balance, and child labour. These data are interpreted by the researcher as linking to the CSR-HRM related practices of supplier companies. Besides, during these interviews the researcher explained the concept of CSR implemented in HRM practices to enable the supplier companies to gain a greater understanding of what this practice means. Then, supplier companies could further discuss how CSR is implemented in the HRM practices in their companies. This reflects that the assertion that companies, say that they do not recognise CSR in HRM practice do not necessarily mean they do not practice it,

“Our company recruits new workers without any bias and we treat everyone equally. When they apply for work, we are concerned with their education and their personality, and whether these are a good fit with the job. We give equal opportunities to our employees to receive any welfare and training that we provide.” (GM1)

In contrast, some participants, especially those working for MNCs (HRM2; GM2; HRM3 as car manufacturers) and a large supplier company (HRM4) proposed a different view: that CSR was linked to HRM practices. For example, HRM2, GM2, HRM3, HRM4, mentioned that they can include CSR in the HRM department as part of its routine work. CSR in the HRM department related to the quality of employee life, labour union relationships, and training courses:

“We are trying to make our employees happy to work for us by providing everything they want and need, such as a higher salary, good welfare and a good quality of life. We are trying to treat our employees as our family. We are trying to be honest with each other. We disclose our report and let our employees know about the company status. We do not lie to our employees and then when they have any problems they will let us know.” (HRM2)

The comments reflect the significance of the application of CSR in HRM of MNCs for enhancing the wellbeing of employees and retaining good relationships between the employees and the companies which employ them.

In the interviews those from both MNCs (HRM1; HRM2; CEO2; HRM3; Director1; Director2) and supplier companies (GM1; CEO1; GM3; CEO3; HRM4) argued that the relationship between CSR and HRM was linked to various external and internal factors. The external factors primarily involved the influence of CSR on HRM in the company, such as laws, government policies, communities,

competitors, customers, supply chain companies, social pressures, and the time to arrange activities with outside contributors. MNCs (HRM2; CEO2; DIRECTOR1; DIRECTOR2) mentioned that government, customers and supply chain requirements, and competitors were external factors and that CEOs, HR staff and employees were internal factors,

“Laws and regulations from the government and also the customers’ expectations influence companies adopting CSR. However, HR staff and CEOs will affect the implementation of CSR in the company.” (CEO2)

Furthermore, the majority of supplier companies from interview (GM3; CEO3; HRM4) pointed out that the HRM department must get permission from CEOs as an internal factor before taking action as regard CSR. Also, external factors included government and customer requirements,

“The executive directors are the main influence on the implementation of CSR. If they are not concerned about it, CSR cannot happen in the company. The other is social pressure, which has more power to push the company and might make CSR happen more easily.” (GM3)

“The internal factor is CEOs – if they are concerned about it, then it might possibly happen in the company. The external factors are customers’ requirements and social pressures.” (CEO3)

“I think executives have the influence to implement CSR in the company. On the other side, law and government policy are the external factors that influence CSR.” (HRM4)

These factors can heavily influence the HRM department which is responsible for implementing CSR. These corroborate the previous literature finding (Strandberg, 2009) that one of the most important factors in supporting CSR development in HRM departments is the support of executive managers. This is because successful CSR requires a clear effective vision, and alignment with the mission and values of CEOs to incorporate elements of CSR. Thus, MNCs suggested that HR staff should provide CSR knowledge and encourage CEOs to take action on CSR. This helps the HRM department focus more on human beings and thus take better care of employees (HRM1, HRM2, and DIRECTOR1).

To develop CSR implementation in HRM practice, the understanding of CEOs, HRM professionals and employees as regards the CSR concept is important. This is because the successful implementation of CSR in HRM requires the understanding of CSR and the participation of the HRM staff and employees who are the CSR practitioners in the companies. Some MNC participants mentioned that the HR department of supplier companies had not acknowledged CSR-related responsibilities and their knowledge was not strong enough to collaborate on CSR policies:

“There is not much knowledge about CSR for HR in Thailand.” (HRM1)

“Supplier companies still understand that CSR is just doing some charity work. This might mean CSR is not able to develop in every company in Thailand.” (HRM2)

As the majority of supplier company participants (GM1, CEO1, CEO3, HRM4) mentioned, for example, HR staff understand CSR as being related to some charity activities and environmental issues and that they might instead just practise simple activities. Furthermore, MNCs (HRM2) noted that Thai supplier companies did not know how to implement CSR and understand that CSR as charity works. This is consistent with the belief of a supplier interviewee (HRM4) that HRM staff in

supplier companies still lack knowledge about CSR, especially in terms of how to adopt CSR into the HRM function and how to practice CSR. Moreover, CEOs in supplier companies did not understand what CSR in HRM was, and so they might not support CSR,

“In Thailand, the big problem is that we do not have the know-how to implement CSR. We just keep talking about it but we do not know how to do it.” (HRM4)

The majority of supplier companies have misunderstood and implemented CSR in the traditional way (GM1, CEO1; CEO3; HRM4), such as by only engaging in charitable activities because they believe this to be the main CSR activity. This is because these supplier participants are of the view that HR staff also do not know how CSR and HRM are related. The relationship between CSR and HRM is vague for supplier companies. However, during the interviews supplier companies always said they are conducting routine HRM practices such as recruitment, welfare, health and safety. From these conversations of the routine HRM practices, there are many hidden points showing that these supplier companies are aware of CSR in HRM practices. The supplier company participants thought that the HRM department does not implement CSR in its functions. However, it suspected that they are aware of CSR relate to the equality in recruitment function:

“No, I have not implemented CSR in HRM yet. However, I have realised that society expects the company to do something good for the employees. ... Our company recruits new workers without any bias and we treat everyone equally.” (CEO1)

“HR staff should be concerned with CSR as it makes them treat employees in a positive way, focusing on human beings more than human performance.” (HRM4)

This links to the CSR principle that the HRM department should promoting non-discrimination in recruitment, selection and career path. This principle concerns employees being selected based on their abilities to do the tasks and without bias as concern age, and sexual orientation at the workplace. This is also results by the majority of supplier companies from survey that this principle is important in implementing in HRM practices. This principle is further explored in section 5.3.

The above comments from supplier companies show that they are in the early stage of CSR development with significant awareness among the internal stakeholders. However, there is a lack of the understanding of CSR in supplier companies and roles of HRM are unclear due to the lack of practice. Many supplier companies have not noticed that they have actually already implemented some common CSR concepts in their HRM departments. It also shed light on a lack of knowledge affecting the CSR-HRM relationship. This is because several supplier companies did not understand and recognise CSR in other dimensions; they still perceive CSR as being tied to philanthropy. This blocks the perceptions of CEOs and HRM departments from implementing CSR in HRM practices. Thus, these supplier companies will become aware of CSR as relates to employees if they have developed the knowledge and awareness of CSR in HRM practices.

On the other hand, the interviews show that the majority of MNCs notice the concept of CSR-HRM related. As MNC participants' opinions reveal, the relationship between CSR and HRM can relate to human beings, training programmes, and the concept of a happy workplace. MNCs such as HRM3, and Director2 stated that their HRM staff clearly understood CSR and implemented it into the functions and launch of CSR activities for their respective companies. The comments of MNCs reflect the significance of the application of CSR in HRM is the responsibility of companies to take

care of employees' wellbeing. Thus, the result here offers a broader viewpoint that CSR can support HRM to develop wellbeing programs:

"HR staff be more effective, which forms a happy workplace." (HRM3)

"HR staff must have clear knowledge about CSR and sustainability and participate in those activities before they arrange the training programs for our company." (DIRECTOR2)

According to the previous chapter observed that the majority of MNCs have broader CSR strategies, including both external and internal stakeholders. This is because the social requirements and stakeholders' expectations regarding CSR, a company is required to take responsibility for its behaviour. It is important to focus on the roles of HRM and the scope of CSR within companies. The HRM department, as a part of the company, also needs to act with long term responsibility (Mazur, 2015). Change requires HRM to revamp its department, roles, functions and practices to meet the expectations of the company and those of society in general.

While some scholars (Alcaraz *et al.*, 2015; Gond *et al.*, 2011; Stropnik, 2010; Jain *et al.*, 2011; Hart, 2010) suggest HR is a central department in implementing CSR and sustainability in a company, the results here offer a different insight, namely that HR in supplier companies does not often consider CSR-HRM issues. This is because supplier companies know little academically about how CSR principles are set in HRM practices. However, the findings show that supplier companies have practiced CSR-HRM related, issues though even they did not recognise CSR. As some scholars (Gond *et al.*, 2011; Shen *et al.*, 2009; Schoemaker *et al.*, 2006) have highlighted, that CSR and HRM fields have overlapping practices. Furthermore, the relationship between CSR and HRM on a practical level is blurred and possibly causes HR practitioners to misunderstand CSR by believing it

to be pointless as regards HRM practices. However, MNC participants in the previous chapter revealed that responsible behaviour toward employees was a CSR practice.

To develop a connection between CSR principles and HRM practices, the next section will investigate in greater detail the relationship between CSR principles and its practice in HRM. This deals with the research question “What are the interpretations and perceptions of the relationship between CSR and HRM of companies operating in Thailand?” This will help to expand further the understanding of what CSR factors influenced HRM practices.

5.3 The Relationship between CSR Principles and HRM

Before proceeding to discuss the relationship between CSR principles and the HRM practice of CSR, it is important to look at the participants' opinions about what the CSR principles are. The results from the survey (see Table 5.2. below) showed that both MNCs and supplier companies concern on the idea that CSR principles applied by the organisation should involve employees and relate to topics such as avoiding child labour (78.8%), promoting non-discrimination (60.6%), paying a living/minimum wage (57.7%), engaging employees in CSR activities (56.7%), and providing a good working environment (52.9%).

Table 5.2: The Importance of Various CSR Principles to the Company Participants: HRM Managers'

Perceptions

CSR principles	Ranking scales									
	Not at all important		Low important		Neutral		Important		Very important	
	N	%	N	%	N	%	N	%	N	%
1.Respecting human rights	1	1.0	7	6.7	15	14.4	40	38.5	41	39.4
2.Engaging employees in CSR activities	0	0	1	1.0	16	15.4	28	26.9	59	56.7
3.Respecting labour rights	0	0	2	1.9	14	13.5	37	35.2	51	49.0
4.Avoiding child labour	0	0	2	1.0	3	2.9	18	17.3	82	78.8
5.Respecting privacy	0	0	2	1.9	19	18.3	39	37.5	44	42.3
6.Promoting a diverse workforce	3	2.9	2	1.9	25	24.0	33	31.7	41	39.4
7.Promoting non-discrimination	1	1.0	2	1.9	18	17.3	20	19.2	63	60.6
8.Providing equal access to employment opportunities	0	0	2	1.9	18	17.3	32	30.8	52	50.0
9.Ensuring career development	3	2.9	3	2.9	10	9.6	40	38.5	48	46.2
10.Paying living/minimum wage	4	3.8	7	6.7	6	5.8	27	26.0	60	57.7
11..Addressing work-life balance	2	1.9	5	4.8	12	11.5	52	50.0	33	31.7
12.Offering flexible working	7	6.7	12	11.5	31	29.8	41	39.4	13	12.5
13.Proving stress management	0	0	7	6.7	28	26.9	44	42.3	25	24.0
14.Promoting health and wellbeing (sport or gym facilities, wellness program, and exercise classes)	5	4.8	7	6.7	25	24.0	40	38.5	27	26.0
15.Enabling child care, elder care and caring for employees	7	6.7	11	10.6	28	26.9	40	38.5	18	13.3
16.Dealing with HIV/AIDs in the workplace	3	2.9	8	7.7	21	20.2	41	39.4	31	29.8
17.Providing a good working environment	0	0	1	1.0	11	10.6	37	35.6	55	52.9

(Note: that respondents could tick more than one item)

The top three considerations related to the law and regulations (Appendix 9, p.605), such as avoiding child labour under the Labour Protection Act of B.E. 2541, the promotion of non-discrimination under the Gender Equality Act of B.E. of 2558, and paying a living/minimum wage under the guidelines of a wage committee on the minimum wage rate by virtue of the Labour Protection Act of B.E. of 2541. These results show that three CSR principles relating to laws have impacted HRM practices. This is because Thailand has labour laws which protect against child labour and control the working environment. Thus, companies cannot legally hire child labour or provide a poor working environment as both are against the law. However, the participants from CEO questionnaire did not mention this government and law factor in the motivation section like in previous chapter because these are specific laws which CEOs have not noticed.

However, three principles were not important (Table 5.2) in terms of implementation in HRM functions, namely, enabling child care/elderly care and caring for employees (6.7%), offering flexible working (6.7%) and promoting health and wellbeing (4.8%). This is because enabling child care/elderly care and caring for employees requires substantial money and resources, and so many supplier companies were not able to provide these for their employees and families (CEO2). However, this appears to be in contradiction with the MNCs (HRM3) which concerned themselves much more with these three CSR principles:

“We have only free medical treatment for employees and their family, which includes only their parents, wife or husband and their children.” (HRM2)

“We built a sports club and a social volunteer club. ... We have a health promotion centre, a fitness centre and medical clinics to ensure our employees' health ... We provide 50,000 Thai baht (~£100) for employees' families, including their father, mother, children, and husband or wife. We have a family day.” (HRM3)

This is consistent with the three CSR principles of promoting health and wellbeing, enabling child care, elder care and caring for employees, and offering flexible working (see Table 5.3 below). More MNCs (6.5%, 4.2% and 4.2%, respectively) are currently implementing these than supplier companies (2.1%, 1.6% and 1.4%, respectively).

Table 5.3 (below) shows the HRM managers' opinion as regard current and planned implementation of CSR principles as classified by company type (MNCs and supplier companies). The results show the majority of MNCs have implemented practices around these CSR principles: avoiding child labour (7.1%), respecting labour rights (6.8%), providing equal access to employment opportunities (6.8%), paying a living/minimum wage (6.8%), and promoting health and wellbeing (6.5%), respectively. This is because these CSR principles have laws as mentioned above to protect the rights of labourers. These all relate to human rights, labour rights and legal obligations. These CSR principles link to the social licence to operate of MNCs operations in Thailand. As Pimpa *et al.* (2014) stated, MNCs are experienced organisations with operations in various other countries in which they understand how to act responsibly due to the social licence, as expected in these countries. Thus, MNCs are likely to set as priority these CSR principles into its HRM functions. The CSR principles that the majority of MNCs were planning to implement range from offering flexible work schedules (14.4%), enabling child care elderly care and caring for employees (12.9%), and ensuing career development (11.5%), respectively. These planned policies related more to employee wellbeing, work-life balance, and the creation of employee development programs. These contradict the results from the majority of supplier companies that have already begun implementing CSR principles, beginning with promoting non-discrimination (9.9%), providing a good working environment (9.7%), paying living/minimum wage (9.2%), and respecting privacy (9.0%), respectively. These all relate to labour rights and, legal obligations. This is supported by the

perspectives of supplier that mentioned the good working environment principle relates to Thai management styles, such as working like a family member, where many companies adopt a paternalistic attitude toward their own employees,

“We try to take good care for our employees, as they are our family.” (CEO3)

“I am trying to treat our employees as my family, the same as my father has done before.”

(CEO1; GM1)

“We are trying to treat our employees as our family.” (HRM2)

The CSR principles that the majority of supplier companies were planning to implement range from enabling child care, elder care and caring for employees (10.9%), offering flexible working (10.7%), and dealing with HIV/AIDs in the workplace (10.5%), respectively. These planned policies were highlighted that they relate more to work-life balance, and wellbeing as MNCs have implemented before. This shows some supplier companies may duplicate the MNC best practices and attempt to practices CSR following MNCs.

Table 5.3: Current and Planned CSR Implementation: HRM Managers' Perceptions

CSR principles	Current Implementation						Future Implementation					
	MNCs		Suppliers		Total		MNCs		Suppliers		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
1.Respecting human rights	37	5.5	8	1.8	45	4.1	8	5.8	19	4.1	27	4.5
2.Engaging employees in CSR activities	42	6.3	38	8.8	80	7.2	6	4.3	18	3.9	24	4.0
3.Respecting labour rights	46	6.8	38	8.8	84	7.6	2	1.4	18	3.9	20	3.3
4.Avoiding child labour	48	7.1	38	8.8	86	7.8	0	0	18	3.9	18	3.0
5.Respecting privacy	39	5.8	39	9.0	78	7.1	9	6.5	17	3.7	26	4.3
6.Promoting a diverse workforce	42	6.3	21	4.8	63	5.7	6	4.3	35	7.6	41	6.9
7.Promoting non-discrimination	41	6.1	43	9.9	84	7.6	7	5.0	13	2.8	20	3.3
8.Providing equal access to employment opportunities	46	6.8	38	8.8	84	7.6	2	1.4	18	3.9	20	3.3
9.Ensuring career development	32	4.8	28	6.5	60	5.4	16	11.5	28	6.1	44	7.4
10.Paying living/minimum wage	46	6.8	40	9.2	86	7.8	2	1.4	16	3.5	18	3.0
11..Addressing work-life balance	35	5.2	9	2.1	44	4.0	13	9.4	16	3.5	29	4.8
12.Offering flexible working	28	4.2	7	1.6	35	3.2	20	14.4	49	10.7	69	11.5
13.Proving stress management	36	5.4	21	4.8	57	5.2	12	8.6	35	7.6	47	7.9
14.Promoting health and wellbeing (sport or gym facilities, wellness program, and exercise classes)	44	6.5	9	2.1	53	4.8	4	2.9	47	10.2	51	8.5
15.Enabling child care, elder care and caring for employees	28	4.2	6	1.4	34	3.1	18	12.9	50	10.9	68	11.4
16.Dealing with HIV/AIDs in the workplace	39	5.8	8	1.8	47	4.3	9	6.5	48	10.5	57	9.5
17.Providing a good working environment	43	6.4	42	9.7	85	7.7	5	3.6	14	3.1	19	3.2
Total	672	100.0	433	100.0	1105	100.0	139	100.0	459	100.0	598	100.0

(Note: that respondents could tick more than one item)

In conclusion, Table 5.3 shows that the majority of MNCs and supplier companies are more concerned with CSR principles as they relate to legal compliance. Both MNCs and supplier companies also focus on CSR principles related to employee wellbeing (enabling child care, elderly care and caring for employees, dealing with HIV/AIDs in the workplace, providing a good working environment), and work-life balance (offering flexible working). These principles were already implemented or with plans to do so within the company. This is supported by the perspectives of the interview participants. During the interviews, the participants frequently mentioned their families. The majority of MNCs (HRM2; HRM3; CEO2; DIRECTOR1; DIRECTOR2) and supplier companies (GM1, CEO1; CEO3) provided welfare for employees' families, such as medical treatment fees, and accommodation. The health and wellbeing of employees' families was promoted beyond the requirements of current legislation. These are popular practices regarding work-life balance, as compared with flexible working. These policies help to reduce employees' living costs and to improve productivity:

"We have an annual health check-up" (GM1)

"We provide health insurance so that they can go to a private hospital. We rent accommodation for employees near by our office" (CEO3)

"We have a health promotion centre, a fitness centre and medical clinics to ensure our employees' health" (HRM3)

"We spend money on employees' health insurance, which covers their medical bills"
(DIRECTOR2)

This makes the HRM department work closely with employees to provide a higher quality of life and a good work environment. This support the standpoint that CSR implementation into HRM practices helps to provide related CSR-HRM best practices. This concept is consistent with CSR objectives that encourage employers to take good care of employees. Moreover, the truthfulness and accountability of the company and employees will lead to a happy workplace programs. These factors might support the implementation of the idea that CSR involves the welfare and benefits sector more easily within MNCs than other parts of HRM in supplier companies. The wellbeing of employees' families will be discussed in a further section.

Furthermore, the results from interviews shows HRM practices of both MNCs and supplier companies related to non-discrimination principle was stated as companies being concerned with the dignity of employees, whereby companies make a good, decent work environment for their employees. The discrimination issues were stated as gender, race, nationality, religion, and political opinion. Additionally, the equal opportunities concept was mentioned in cases where the company gave employment opportunities to the disabled (HRM4). This is illustrated by many following comments below:

“Our company recruits new worker without any bias and we treat everyone equally. We give equal opportunities to our employees to receive any welfare and training that we have provided.” (GM1)

“The employees who work for our company are treated without any discrimination against based on their gender, race, nationality, religion, and political opinons.” (HRM2)

“We recruit candidates without any discrimination issue. We focus on their ability.” (CEO1)

“We have to be concerned about discrimination issues, which are nationality, age, religion, political opinion, gender and education levels.” (DIRECTOR2)

“We do not have discrimination issues. We give disabled people opportunities to work with us.” (HRM4)

To sum up, it can be said that the important CSR principle considerations, namely avoiding child labour, promotion of non-discrimination, and paying a living/minimum wage, relied on labour law. These related to the concept of social license (Mitnick, 1995) to operate in Thailand. Further details regarding the specific CSR principles implemented in HRM practices as mentioned by participants will be discussed in the following section by using the interview data to enhance the understanding of the survey of the relationships between CSR principles and HRM practices, by interpreting the words of the participants and looking at their perceptions of broad trends in more depth.

5.4 Implementation of CSR in HRM Functions

According to the academic literature on HRM practices, CSR can be implemented in different HRM functions. Eight such HRM functions from literature (see chapter 2, p. 43) were used to explain the implementation of CSR in HRM practices. HRM functions such as strategic HRM, recruitment and selection, remuneration, education and training, performance management, labour relations, employee wellbeing and welfare, and ethic management in companies deal with its tasks and duties

to fulfil organisational and employee interests. This section will be exploring whether interview participants implemented CSR within these functions

As regards HRM practices, HRM departments still focus on their routine duties such as payrolls and salaries, recruitment and selection, training, etc. Some companies – especially SMEs – might not have HRM departments. In such cases, the general management department takes responsibility for employees. Thus, HRM departments, especially those of supplier companies might be busy with routine HRM practices and not have the time to practice CSR as demonstrated by the following quotes:

“The HR department works with recruiting, training and salaries.” (GM1)

“Our HR department is quite weak. We do personnel work more than HRM. We do routine personnel work such as payroll, welfare and training.” (CEO1)

“We have only small HRM sector. Our HR department works with recruiting, training and remuneration.” (CEO3)

Furthermore, the relevance of CSR principles to Thai labour laws as mentioned in the previous section was stated by both MNCs and supplier companies. This is supported by HRM1, GM1, CEO3 and CEO1 who mentioned that their HRM department handled labour laws:

“Laws and regulations from the government and also the customers’ expectations influence companies to do CSR in HRM practices.” (CEO1)

“The main duty of our HR department is not only handling the Labour Protection Act 1998 and the Social Security Act 1980, which are fundamental labour laws, but also dealing with the Alien Employment Act 1978, which legislates foreign labour.” (CEO3)

The interviews attempted to get information from two sources: MNCs and supplier companies which implemented CSR in the HRM functions. MNCs were clearly aware of the relationship between CSR and HRM. Conversely, some supplier companies lack knowledge and were not aware of how CSR relates to the HR functions. However, their HRM practices have involved some CSR principles without them being aware of the concept. Furthermore, the results from supplier companies were interpreted on CSR implementation in HRM practices by the researcher are used to provide in-depth details on the HRM practices and HR roles in CSR implementation and sustainable HRM sections. Thus, this section is employing the data by showing how CSR is implemented with HRM practices which differ from eight HRM functions (according to literature on implement CSR in different HRM functions in chapter 2).

5.4.1 Strategic HRM

This function relates to expanding CSR practices such as diversity, human rights and labour rights in the HR policies. CSR strategy is communicated and promoted to employees with increasing numbers of employees engaging in voluntary activities. This is supported by the perspectives of the MNCs that stated CSR concepts in their HRM strategy:

“We have 12 basic principles, which are rooted in employees’ development, and which are customer orientation, peak performance, responsibility, effectiveness, adaptability, dissent (frankness), respect (trust and fairness), association, leading by example, sustainability, society, and independence.” (DIRECTOR2)

“We have launched the motto “Happy workplace”, which is our way to make our employees have a happy workplace. ... We do these activities because we have the 3S (3S) motto, which is sawasdee (hello), sanookdee (having fun) and sabaidee (healthy).” (CEO2)

The results also show that the HRM department of MNCs communicated their CSR strategy to employers and employees at all levels to make them understand CSR and encourage them to get involved with CSR activities,

“They clearly understand and have participated enthusiastically in every activity that I have already mentioned. The HR staff try to encourage our executive managers and employees to participate in each activity.” (HRM3)

On the other hand, supplier companies have not stated CSR concepts in their HRM strategy and have not communicated CSR to their employees but asked them to participate in CSR activities from time to time. For example, GM1 mentioned that the HRM department has asked employees to give their money for different charities as asking employees to make merit.

However, supplier companies have not stated CSR in their HRM strategy; some of them observed that CSR implementation in HRM strategy related to the subjects of human rights and human beings. They also noticed that if CSR were implemented in HRM strategy, it would help employees have a better quality of life,

“Employees will be taken better care of and have a better quality of life. HRM will have developed beyond routine duties. It might be more concerned with human rights and human beings.” (CEO1)

“Next, HRM will develop their concept, which is concerned more about human beings, and then improve their functions and duties to enhance those strategies and policies.” (CEO3)

However, some supplier companies might not state CSR in HRM strategy because of a lack of knowledge, lack of strategic vision, low regulatory standards and willingness to pay for CSR as stated in the previous chapter and consistent with Yuen and Lim (2016). For example, a supplier CEO has not implemented CSR in HRM practices because of lack of knowledge as he believed CSR not to be related to HRM practices:

“We have not implemented CSR in the HRM department. We just acknowledge that CSR is important for our company because in the news and society people talk about this, especially global warming” (GM1)

According to the results, HRM departments should consider providing CSR knowledge through employers and employees at all level include HR staff themselves. Thus, if knowledge of CSR is spread across company, it might help HRM implement CSR in strategic HRM function.

5.4.2 Recruitment and Selection

The CSR concept has nowadays become a critical part of large companies or MNCs as a long-term strategy, and not just in marketing. However, it is increasingly important in HRM, especially as regards recruitment and selection. This is because the literature states that employees today seek a sense of pride, dignity and accomplishment from working with their employer, more so than money.

Thus, by making employees “a part of the family”, employers are able to increase employee commitment,

“Then we train, pay and treat our employees as family, which will make them happy. This will help us to keep them with our company longer. The talented candidates who receive a higher salary and more benefits but do not have a commitment to our company, they are ready to leave us whenever they get a better opportunity.” (HRM2)

However, this might not be true for supplier companies which work with low-skilled workers. Many automotive supplier companies in Thailand hire skilled workers; however, 80% of the labour force (Bangkok Post, 2017) is made up of low-skilled workers because the quality of Thailand’s education system is low and produces too few technicians and engineers. This, combined with the labour problem, has resulted in Thailand turning into an ageing society without adequate numbers of people to fill the skilled jobs (Bangkok Post, 2017). Many Thai workers also opt to not work in the dirty, dangerous, and difficult jobs sector, also referred to as “3D” jobs. Moreover, some labourers prefer to work for higher salaries with a strong inclination towards less difficult tasks. Thus, several companies have tended to hire low-skilled (an estimated 5 million workers) and migrant workers in their production lines (Wonguiwatchai, 2015; Hugeuet, 2012), most of whom are willing to accept lower pay for the same work:

“Therefore, we pay a higher salary but Thai labour always prefer to work with big companies or famous companies. So we need to hire migrant labour. I would like to decrease our turnover rate because if it is very high that means I have to spend more money on recruitment and training new employees.” (GM1)

“Employees especially Thai labour prefer to work with companies that give them a higher salary. We are a small company and are not well known, so we need to pay employees more than others do because these can attract employees to work with us.” (CEO3)

Nevertheless, it is noteworthy that MNCs may incorporate CSR into HRM. This is because CSR will help a company gain both productivity and employee engagement. Toyota (2015) stated on its website that Toyota's image as a famous company in Thailand provides them the opportunity to employ talented people from the market. Additionally, both MNCs and supplier company participants referred to CSR principles such as equality, diversity and non-discrimination as being incorporated into the recruitment and selection process, enhancing their organisational image, attracting and motivating talented applicants to work with the company:

"We recruit candidates without any discrimination issue." (CEO1)

"For recruitment, CSR gives us as good image and will attract talented labour to work with us." (HRM2)

"We recruit candidates who are suitable for the job. We prefer candidates who have the ability and character to work with us and fit with our organisation's culture without discrimination issues." (CEO3)

"We recruit new employees who are graduates or who have the necessary experience. If the candidates have the ability and can perform well, we will recruit them. We will pay for experience that they have had. We are also trying to recruit candidates who live close to our company because this will help to form a good relationship with local communities." (HRM4)

"Our company recruits new workers without any bias and we treat everyone equally. When they have applied for work, we concerned on their education and personality, and whether these are fit with the job. We seek employees within the company for a new position rather than seek from outside. We also try to recruit labour that live near our company." (GM1)

These statements show that many MNCs and supplier companies have a preference for knowledge and experience in potential new labour recruits; however, they claimed to not practise discrimination or any other kind of unequal policy in the recruitment and selection process. This reflects that the companies deal with diversity and gender equal employment opportunities. Evidence in the literature (Adetunji and Ogbonna, 2013) shows that in doing so, high quality applicants respond to such CSR dimensions.

The Thai supplier participants mentioned that non-discriminative recruitment and selection as part of CSR implementation might help the company to retrain labourers and reduce staff turnover rate and recruitment costs. Additionally, recruiting candidates who live close to the company will further help enhance the well-being of society through the neighbouring communities. CSR practices in HR functions teach companies about valuable employees and encourage employees to commit to their work and company (HRM3). It is important that new recruits in a company should be selected in such a manner that their attitudes and goals are well aligned with the company's CSR policies. However, MNCs participants, as well as plenty of supplier companies, have not noticed this. Companies do not set CSR key principles in job descriptions and competencies for screening new recruits. This contrasts with the research of Brio *et al.* (2007) that showed that companies with high risk involvement for environmental issues were seeking employees who had awareness of the environment as the results showed that a workforce concerned with environmental activities significantly helped companies achieve their environmental policies.

To conclude, the results identified both MNCs and supplier companies as focussing on CSR principles such as equality, diversity and non-discrimination in the recruitment and selection process. This contrast with previous literature (Brio *et al.*, 2007) suggesting that employees concerned with CSR issues appreciably helped companies achieve their CSR policies. Thus, companies should consider and examine applicants' attitudes before recruiting them. Thus, if knowledge of CSR is listed in job descriptions and competencies and used to recruit new employees this might help companies achieve CSR goals.

5.4.3 Remuneration

CSR implementation is used for personal incentives, such as bonuses and benefits, and involves the provision of competitive wages and benefits, which increase or develop company performance and help employees lead a better life (Vanughan-Whitehead, 2011). This implementation should focus on ensuring that employees are paid fairly, equitably, adequately and consistently according to their value within the company. Moreover, this theme should also cover job security, in which employees can expect to be able to work long term in order to take care of their family (Ledwidge, 2007). As confirmed by the participants, their companies should provide permanent jobs. Some participants have said that they preferred to provide wages and salaries higher than the minimum wage rate (325 Thai baht/day), especially at supplier companies; however, that did not ensure the job security of employees. This is because this was the best way to attract and retain talented employees to work with them:

“We are trying to treat our employees well. I want them to have a good life when they work with us. I pay them higher than minimum wages (331 Thai bath/day or ~£8.27/day) because we need labour work on our production line but Thai labour always prefer to work with big companies or famous companies.” (GM1)

“We pay new employees who start work with us more than the minimum rates. We also pay an overtime rate higher than legal requirement. For the reason that in the labour market employees, especially Thai labour prefer to work with companies that give them a higher salary. We attempt to provide bonus each year but it depends on our profits.” (CEO3)

“We provide a higher salary and better welfare more over labour maket. We provide bonuses and incentive pay but did not retain many employees.” (HRM4)

On the other hand, MNCs are generally capable of providing higher salaries which they pay to improve the quality of life of their employees. These companies focus more on the concept of quality of life such as job satisfaction, health and safety, welfare and motivation at work, stress work load, accommodation, income, moral attitudes, family life, education opportunities, and working conditions (Ruzevicius, 2014). This will be explained in more detail in a further section. This concept of quality of life is embedded in HRM practices which might make worker prefer to work with MNCs rather than supplier companies:

“We review employees’ income every year and will adjust employees’ salary as it relates to quality of working life.” (DIRECTOR1)

“We have paid wages and welfare so that they can have a good quality of life.” (CEO2)

Additionally, CSR implementation should include training programmes that educate employees on how to increase, use, and save their pay as well as how to manage debt following the guidelines of the Thai government. However, participants did not mention whether they practised or offered these training programmes. Consequently, HRM practices should go beyond adequately and constantly compensating employees by effectively encouraging employees to take care of their own financial health.

5.4.4 Employee wellbeing and welfare

In the workplace, wellbeing used to be a question of health and safety at work, a great work environment, harassment-free and family-friendly work environments, retirement benefits, and fair layoff programs for employees. This shows that CSR implementation in this part of HRM relates to employee satisfaction and happiness. If you look at CSR through a company’s perspective, it might

relate to a reciprocal relationship between social and company value. A supplier company has been using the reciprocity principle or social exchange theory to motivate employee behaviours and attitudes (Wikhamn and Hall, 2012). This involves commitments in which there are favours such as care and respect that make future obligations, and the return, such as gratitude and trust, based on the judgment of the one who makes it. This is the obligation related to the feeling of repayment and benefits between employer and employees. Likewise, the Thai cultural concept of “*Thob-Tan-Boon-Khun*” relates to the norm of reciprocity whereby someone does another person a favour without expecting anything in return – (“*Boon-Khun*”). These favours are remembered, and whenever there is an opportunity the beneficiary will show their loyalty and respect by expressing their gratitude to repay the other’s kindness (“*Thob-Tan*”). It can be said that CSR in welfare and benefits in the Thai context, especially in supplier companies (CEO3) might involve the concept of a transactional relationship. In other words, companies used good welfare and benefits as rewards for employees who intend to work hard:

“CSR will help companies to be more concerned about their employees’ lives. We would like to help them to have a better life and we hope that they will pay attention in their jobs.”

(CEO3)

According to the Happy 8 guidelines as launched by the Thai government, creating a context of happiness and creating different CSR approaches goes beyond philanthropic activities towards employees’ quality of life, company performance, and social benefits. Moreover, employee motivation can be enhanced by providing welfare and benefits packages. Positive reinforcement as regards their good performance can also make employees happy. This approach affects the working environment, and is important for lowering pressure at work, thereby increasing employee

well-being. This is confirmed by the secondary data from the Thai government promoted this campaign by publishing the 102 companies' best practices, which included 8 MNCs from the automotive industry.

Table 5.4: Happy 8 of automotive companies: Secondary Data

Topics Companies	Main Responsibility	Vision	Key success factors	Activities	Outcomes
Thai Asahi Glass	HRM Department	"Creating creative activities, creating good relationship along with happiness"	<ul style="list-style-type: none"> - Strong intention of CEOs - Communication - Employee engagement - Family-like working style - Evaluation system 	<ul style="list-style-type: none"> - Safety and Health - Skilled Development 	<ul style="list-style-type: none"> - Employee Satisfaction
PMK-Central Glass	HRM and Employee Relation Department	"The value of diamond glass is more valuable than the value of glass"	<ul style="list-style-type: none"> - Top management concern & be role model - Family-like working style - Employee involvement - Employee cooperation - Communication 	<ul style="list-style-type: none"> - Good environment in workplace - Waste Management - Health care - Shuttle bus - Community training programmes - Co-Op shop 	<ul style="list-style-type: none"> - Join the stock exchange market - Employee Satisfaction
Toyota	Every supervisor	"Future of Thai society is our pride"	<ul style="list-style-type: none"> - Family-like working style - Company culture and Working DNA - Toyota way - Developing supervisor - Toyota reputation - Communication 	<ul style="list-style-type: none"> - Creating working culture - Safety - Employee development 	<ul style="list-style-type: none"> - Employee Satisfaction - Corporate governance and transparency
Thai Nam Plastic	HRM	"Quality of Employees' lives, Quality of the Society"	<ul style="list-style-type: none"> - CEOs concern & be role model - Provide same standard in every action of employee - Unity and team work - Communication 	<ul style="list-style-type: none"> - Fair compensation and benefits package - Good working environment - Training and development 	<ul style="list-style-type: none"> - Employee Satisfaction - Employee personal life better - Organisation performance - Stakeholders satisfaction
Thai Yamaha Motor	HRM	"Having fun at work creating new things, creating customer's satisfaction –Be the One-	<ul style="list-style-type: none"> - CEOs concern - TLS 8001 - Focus on employee 	<ul style="list-style-type: none"> - Safety at work - Good working atmosphere - Maintain and building employee morale - Career path - Fair compensation - 	<ul style="list-style-type: none"> - Employee Satisfaction - Employee performance - Organisation performance -
Maersk Line	HRM	"Our happiness is to make people around us happy. Happiness in the organisation can be created by participation"	<ul style="list-style-type: none"> - CEOs concern - Happy 8 as a guideline - Line and senior managers - Employee participation - Communication - Budget support - Company culture 	<ul style="list-style-type: none"> - Good working environment - Work life balance 	<ul style="list-style-type: none"> - Employee Satisfaction

Companies	Topics	Main Responsibility	Vision	Key success factors	Activities	Outcomes
Asia Precision		HRM	"The highest determination is developing good person for the country"	<ul style="list-style-type: none"> - CEOs - Communication - Employee participation - Good relationship between Executives and employees 	<ul style="list-style-type: none"> - Good living of employees - Safety workplace - Developing good person for society - Adequate incomes - Creating team work - Practising discipline, leadership, harmony and gratefulness to country and the King - Giving something to society - Arrange activities for employees' family - Showing gratitude to hometown - Attending Dharma - Parallel life supporting centre 	<ul style="list-style-type: none"> - Employee Satisfaction - Company performance
Minebea Group		HRM	"Human Resource" The key to Minebea' success"	<ul style="list-style-type: none"> - CEOs - Employee participation - Work liberalisation of each department - STL 8001 - Culture 	<ul style="list-style-type: none"> - Freedom of associate - Good Welfares - Biological environment in workplace - Green manufacturing - Training and development - Work life balance - Arrange sport games 	<ul style="list-style-type: none"> - Employee Satisfaction - Employee performance - Company performance

Source: Adapt from Kaepijit, J., Utsahajit, W., Kusimavalee, S., Tikaewstri, N., Busayapha, P. and Happy Workplace (2014) 102 Happy Workplace in Thailand

However, only two MNCs (DIRECTOR1; CEO2) of this study mentioned a happy workplace in this guideline, while supplier companies did not acknowledge it,

"We do take care of employees' happiness. For HRM we just manage our employees so that they are happy in our workplace." (DIRECTOR1)

"We have launched the motto 'Happy workplace', which is the Toyota ways to make our employees have a happy workplace. We do these activities because we have the 3๙ (3S) mottos, which are 'sawasdee' (hello), 'sanookdee' (having fun) and 'sabeidee' (healthy).

We want our employee to have a happy workplace, and our HR department provides many facilities to make our employees happy." (CEO2)

On the other hand, participating supplier companies did not mention this guideline and provided such accommodation, food and lent money in advance to try to create a positive work environment and improve the quality of life of their employees. These aim to help employees reduce their expenditures and save more money or use their finances for other costs. Moreover, this helps to enhance family stability and security. Many Thai labourers have migrated from rural to urban settings, and a segment of the Thai labour market has travelled from neighbouring countries, such as Myanmar, Laos, and Cambodia. The living costs in industrial areas are high, especially as regards accommodation and consumption (CEO3). These welfare were linked to the concept of happy money; although, these supplier companies did not notice this guideline.

Also, many participants at suppliers companies (CEO3; GM1; HRM4) stated that they provide food, such as breakfast or lunch, or both, for their employees. This likewise helps to decrease the living costs for their employees:

“We provide breakfast and lunch for employees work at the office. We also give money for lunch to employees who go out and do our services or delivery our products to customers.

At the factory, we provide raw food to our employees once a week.” (CEO3)

Some participants from supplier companies (CEO3; HRM4) said they provided extra money to help employees who are for one reason or another temporarily short of money:

“Our employees can ask for their money in advance before the monthly salary.” (CEO3)

“We make a payment for employee mobile bills and we have incentive pay.” (HRM4)

Moreover, the majority of MNCs (HRM3; CEO2; HRM4; HRM1) attempt to make sure that employees have a healthy work–life balance. Thus, they are more focused on employees who can work

alongside having a healthy family life. For example, they provided money (HRM3), medical treatment fees (HRM1) and scholarships to their employees' family members (HRM3; HRM4), and organised special family days (HRM3):

"We provide family welfare worth approximately 50,000 Thai baht (~£1,250) per each employee's families. We also arrange a family day." (HRM3)

"We pay any medical treatment fees for our employees and their family." (HRM1)

Other benefits that companies have provided to their employees include a prayer room for Muslims (HRM4), shuttle bus transportation, company uniforms, activities concerning employees' stress, and other forms of assistance, as well as longer periods of time off (CEO3).

It can be seen that a minority of MNCs (CEO1; HRM3) are concerned with employee health and safety inside and outside of the workplace, covering both physical and psychological health. HRM seeks to provide safer work environments that ensure the amount of stress from work hours and the direct and indirect impact on employee's health are minimised, as well as meeting health and safety standards, including the provision of disabled employee facilities. The participating companies showed concern towards employee safety and the prevention of operational accidents, leading to the creation of safety plans and the organisation of meetings to reduce and prevent accidents at the workplace.

Furthermore, the majority of MNCs showed that they provide regular employee health check-ups, which are usually arranged every year. This check-up activity helps prevent employees from developing health problems which might occur because of work. It also helps maintain their employees' health and keeps them safe from disease. This links to corporate strategy, for

example, “Happy workplace” (CEO2) aims to help employees be happy while working with the company. This includes healthy employees, work-life balance, welfare, and quality of life. As the results from the survey show, some MNCs concern the provision of sport or gym facilities, wellness programs, and exercise classes. This links to MNCs as car manufacturers at their scale (CEO2; CEO3; HRM1; HRM3; Director1) were able to provide comprehensive healthcare centres that combined health check-ups, medical clinics, fitness centres, and health education centres with a physician, nurses, a physiotherapist, a nutritionist, a sports science specialist and other support staff to assist employees. Furthermore, it is easy for MNCs to build a fitness centre or medical clinic for their employees, but to do so employees have to go and exercise to become healthier. Thus, HRM staff send emails to remind employees with health problems to exercise. The HRM department attempts to cultivate their employees to be disciplined as concerns their health. This shows that this HRM department has the duty to provide all the support needed to achieve their CSR objective of being a happy workplace.

“I have received several emails from HR department asking me to do some exercise because I have high cholesterol and am overweight.” (GM2)

A minority of supplier companies such as those of CEO3 are not able to provide healthcare centres as MNCs can, but are instead able to provide insurance to employees as an alternative to dealing with the problems arising from the public health services system, related to the Social Security Act and Thai universal healthcare coverage that inconveniences employees. Thus, private health insurance provides greater convenience, and benefits, and this is often faster than public services:

“We provide health insurance so that they can go to a private hospital.” (CEO3)

In addition, a minority of MNCs launched retirement plans which could help companies attract and retain talented labour. Nowadays, plenty of employees need non-cash benefits, such as retirement plans, because some employees wish to save for valuable pension benefits. This is due to the organisation of typical Thai family life having shifted from that of an expanded family to that of a more nuclear family, with some households facing a lifetime of low income, where not enough has been paid into social security programmes to cover all of their expenditures upon retirement. Thus, older labourers have to take care of themselves. Companies which have launched retirement plans are attempting to take good care of their employees, even when they are no longer working with the company. The companies of many supplier company participants have not provided retirement plans or adopted a layoff policy. Generally in this research, these kinds of benefits were more common at MNCs than smaller companies, as supplier companies cannot afford the administrative costs.

These activities help achieve the goals of the Happy 8 plan. This is because these they might help employees in reducing their expenditures, looking after their physical and mental strength, and helping take care of their family, in addition to reducing the unemployment rate.

5.4.5 Performance Management

Performance management is how HR is involved in setting performance standards and monitoring. This utilizes CSR principles such as human rights, labour rights and accountability as performance indicators and competencies, and includes CSR aspects in job descriptions and individual performance plans. These CSR principles are realised in the HR appraisal and are used to evaluate employee performance. This might help employees voluntarily practise and participate in CSR activities more. This is because CSR is recognised in the job description and specifications as the

tools of performance management where employees have prioritised their individual and company CSR objectives. Besides, CSR needs to be aligned with performance management to guarantee the achievement of a company's CSR goals. However, the results from the interviews showed that both MNCs and supplier companies have not focused on setting CSR behaviour as an indicator for performance management. With regard to themes, the participants explained that a performance management system is used to evaluate and develop their employees' ability and performance as a part of general performance management. Only one MNC thought that CSR was not related and therefore had not been incorporated into this part of HR,

“We did not place CSR in performance management indicator because it is quite distant from our employees in terms of their work.” (HRM2)

5.4.6 Labour Relations

This functional concern of employees requires freedom of association and companies adhering to the principles of CSR should support labour unions participating in CSR initiatives. However, the majority of MNC participants (HRM2; HRM3; DIRECTOR2) support the freedom of association because of the Labour Relations Act of 1975. This act gives the right to employees to set up their own labour unions. This shows that MNCs have collaborated with labour union to arrange CSR activities.

“The labour-relations division is responsible for running CSR in our company because it takes care of the good relationship between executive managers and employees of all levels, and it cooperates with the labour union to arrange activities. It is responsible for every activity club in our company. ... We run some social activities with the labour union three to four times per year.” (HRM3)

“We have a labour union that is free to do its activities; however, it cannot break any company regulation. Even we give labour opportunity to do the union activities but they do not well, because the union is not strong enough to gain employees’ participation” (HRM2)

The comments above show that MNCs pay attention to labour union participation and have a more enlightened approach to implementing CSR with their labour union. This is consistent with Prins *et al.* (2014) noting that the involvement of labour unions in CSR is important for HRM practices. However, some labour unions are not strong enough to successfully achieve employee participation, leading to low levels of bargaining power as HRM2 mentioned above. This is because the unions often do not unite to negotiate and are also often susceptible to internal conflict (Petprasert, 2019). In Thailand, only 1,472 labour unions were registered as of 2015 out of a total of 350,961 private companies in Thailand (Department of Labour Protection and Welfare, 2015). This registered number is less than 0.5% of the whole number of private companies (746,298 companies) (Department of Business Development, 2019). Worse still, only roughly half of all unions are activated in the companies (Chatrakul Na Ayudhya, 2012; Kaisrikul, 2019).

Consider here, for example, the supplier company that do not support freedom of association nor dose its employees have labour unions because these are seen as potential sources of trouble for the company. Moreover, many employers seem unwilling to support the existence of labour unions.

This means that the company leadership has not assisted with the establishment of unions. If employees want to have a union, they have to form it themselves. This is especially difficult for employees at supplier companies, who often have neither the necessary finances nor the education to set up their own unions:

“Our management team do not want a labour union because it is difficult to deal with.

Therefore, we have to communicate to our employees through our magazine and meeting.”

(HRM4)

On the other hand, the majority of MNC participants such as HRM3 stated that they have a good relationship with the labour union, and they work together on CSR activities and enhancing employee willingness to carry out CSR activities. This is because the companies have developed a relationship with their employee unions over a long period of time by working closely, and directly communicating with one another. Thus, the labour unions have become an important element for MNCs to launching CSR activities and persuading employees to participate in CSR:

“CSR makes for a good relationship between the company and our employees. When we implement CSR we work closely with our labour union.” (HRM3)

5.4.7 Employee Education and Training Programmes, Trainees and Career Development

The majority of HRM department of MNCs (HRM1; HRM2; HRM3; GM2; DIRECTOR2) has provided information and guidelines to increase awareness and knowledge of CSR through orientation, training, learning, education and developing an individual approach. Moreover, the HRM department adheres to the principles of CSR designs and provides training, learning, and

development programmes that are necessary for employee wellbeing, and are available to all employees at all levels to improve organisation performance and innovation.

The CSR training courses that HRM can provide to employees helps them to acknowledge and understand what CSR is, which enhances employees' willingness to participate in CSR activities as mentioned by participants from both MNCs and suppliers participants in survey. The academic literature (Cohen *et al.*, 2012; Lam and Khare, 2010; WBCSD, 2008; Hockerts *et al.*, 2008) and the results from interviews show this is the main role for HRM staff in relation to CSR to provide training courses and guidelines about CSR to help employees understand and then be willing to participate in CSR and sustainable activities. For example, two MNC respondents noted:

"We are trying to insist on educating our employees with regard to social awareness. We focus on employees' participation in every activity that we arrange. Training is the main role for HRM staff relates to CSR. This helps our employees understand and then be willing to participate in CSR and sustainable activities. The main objective of our company is employees' participation in those activities." (DIRECTOR2)

"They clearly understand and have participated enthusiastically in every activity that HR staff try to encourage our executive managers and employees to participate in each activity. In terms of CSR, line managers' involvement in CSR activities is an important factor that might encourage employees to come and participate with us." (HRM 3)

Moreover, the majority of MNCs (GM2; HRM3; HRM2; DIRECTOR2) were willing to spend their money on supporting trainees who come from school and university, to become apprentices and get paid the same as labourers working in the same position. This helps their labour force gain greater practical knowledge and experience that cannot be found inside a textbook:

“We open the factory at Chachoengsao province for our students and for students from other schools near our plant work so that they can become trainees. This factory is not only open for Thai students but also to foreign students from neighbouring countries. This is a huge opportunities for them to gain real work experience.” (GM2)

The companies can do training programmes through in-house training, or on the job training, or use an external training centre depending on HRM ability and the availability of company resources. Moreover, training may require company funding and a meeting time for environmentally friendly projects or CSR projects which are in line with company objectives. This brings together and encourages employees to participate in CSR activities rather than just giving them knowledge. Nevertheless, the majority of supplier companies did not have any of these kinds of activities, especially compared to on-the-job training courses (CEO1; CEO3; CEO2; GM3; HRM4). However, the majority of MNCs (GM2; HRM3; HRM2; DIRECTOR2) provided training programmes which did not relate to employees' work such as retirement planning course because these training programmes not only improved their employees' performance thereby improving the productivity of the companies, but also helped to develop the ability and skills of the employees themselves. Thus, employees whose skills were further developed were able to perform a wider variety of tasks, undertake new positions, and get better pay. The training benefits a company's productivity, profits, image, customer satisfaction, and ability to attract new labour. Moreover, the training could benefit society in general by helping to improve the quality of the labour force and human capital.

5.4.8 Ethical Management

The academic literature (Lam and Khare, 2010) stated that the ethical management function involved diversity, fairness and non-discrimination, and equality in HRM practices. The results from

the interviews show that both MNCs (DIRECTOR2; HRM2) and supplier companies (GM1; CEO1; HRM4) mentioned non-discrimination and fairness and quality in their HRM practices especially in recruitment and selection and employee wellbeing functions:

“We have paid them equally to our employers in the same position and we give equal opportunities to our employees to receive any welfare and training that we provide.” (GM1)

“We recruit candidates without any discrimination; we prefer to look at their ability.” (CEO1)

“We recruit new employees who are graduates or who have the necessary experience. We do not have discrimination issues such as political opinions, religion and gender.” (HRM4)

“We have to be concerned about discrimination issues, which are nationality, age, religion, political opinion, gender and educational levels, so that they do not obstruct our work.” (DIRECTOR2)

“We do not have any discrimination issues. The employees who work for our company, are not discriminated against based on their gender, race, nationality or religion and political opinions.” (HRM2)

However, only one MNC (HRM1) stated that the third gender was not accepted by Japanese CEOs. Therefore, the HRM department avoided hiring third gender applicants who must work closely with Japanese CEOs. HRM 1 also stated that this is because in traditional Japanese culture the role for LGBT is limited to the “queer population” (Fotache, 2019, p.27) in society. From a cross-cultural perception, “LGBT in Japan related to hate crime and active persecution” (Vincent, Kazama and Kawaguchi, 1997, p 170 cited in Fotache, 2019). Workplace and school discrimination are recognised and related to bully and suicide problems for LGBT individuals. The Japanese

government have attempted to launch anti-discrimination initiatives, and faced same-sex partnerships issues; however, these are only known on a limited level in some centre cities (Linehan, 2015). Thus, this might be a discrimination problem for some MNCs as relates to their culture:

“We do not have many discrimination problems – only one problem, which is trying to avoid recruiting the third gender (transgender). Our executive board managers are from Japan, where their culture does not accept the third gender. I have asked them why, and they have always said, “I am scared when I work with them.” I think that is because of culture; however, for Thai workers, we do not have problems to work with the third gender.” (HRM1)

The CSR principles relevant to the HRM practices mentioned above comprise respecting human rights, engaging employees in CSR activities, respecting labour rights, respecting privacy, addressing work-life balance, providing stress management, and providing a good working environment. In accordance with the Happy 8 concepts of Thai CSR guidelines, this study summarises the results from the interviews on the company practice of CSR in the HRM into happy brain, happy relax, happy heart, happy soul, happy money, happy family, and happy society.

Table 5.5: Happy 8 and CSR in HRM: Interview Participants

Happy 8	Happy 8 concepts	CSR and HRM statements
Happy Body	The concept of employees' physical and mental strength, demonstrated through sports days or yoga days, or by the company building a gym.	<p>"We spend money on employees' health insurance, which covers their medical bills" (DIRECTOR2)</p> <p>"We have a health promotion centre, and medical clinics to ensure our employees' health" (HRM3)</p> <p>"We have an annual health check-up" (GM1)</p> <p>"We provide health insurance so that they can go to a private hospital" (CEO3)</p>
Happy Brain	The concept of career development and training programs to improve employees' ability at work.	<p>"The company has a good and equal opportunity for department" (HRM2)</p> <p>"Company supports and encourages employees to contribute in decision-making processes" (DIRECTOR2)</p> <p>"HRM department designs and provide training, learning and development in CSR program"(GM1; HRM1; GM2; GM3; HRM4)</p> <p>"We spend 8,000 Thai baht (~£148.148) a year on each employee. This money allows our employees to choose the courses that they want to study by themselves. We also have in-house training courses on 600 topics" (HRM1)</p>

Happy 8	Happy 8 concepts	CSR and HRM statements
Happy Relax	The concept relates to leisure activities that support employees in taking a break after working hard, such as a karaoke competition or New Year celebrations.	<p>"We have a fitness centre" (HRM3)</p> <p>"We allow our employees to have a longer bank holiday for the Thai New Year event" (CEO3)</p>
Happy Heart	The concept of kindness, or <i>nam-jai</i> in Thai. This encourages employees to voluntarily offer something to other people.	<p>"Some projects that involve employees, such as asking employees for donations" (GM1)</p> <p>We undertake blood donation for the Thai Red Cross every year (CEO3)</p> <p>"The HRM department is concerned with freedom of association"(HRM2)</p>
Happy Soul	The concept related to religion concepts that emphasises good karma such as making merit for Buddhists or providing a prayer room for Muslims.	<p>"We have done many charity activities with communities, schools and temples" (CEO2)</p> <p>"Human resources department asked employees to donate their money to different charities. (GM1)</p>
Happy Money	The concept related to employee has enough money for their expenditures. Besides, a series of programs related to that trains employees in how to increase, use, and save money better, as well as debt management.	<p>"The company provides mostly permanent jobs." (DIRECTOR2)</p> <p>"Our employees can ask for their money in advance before the monthly salary; however, the amount of money must not be higher than their salary per month" (CEO3)</p>
Happy family	The concept made up of activities that teach employees how to have a happy and secure family, such as providing discounted medical expenses to employees' families. This gives the employees a better quality of life and has a positive effect on society.	<p>"We have only free medical treatment for employees and their family, which includes only their parents, wife or husband and their children" (HRM1)</p> <p>"We also have a family day each year when we invite employees' families to have a party with us at a theme park" (HRM3)</p> <p>"We pay employees' family funeral expenses up to 3,000 Thai baht (~£60)" (CEO3)</p>
Happy Society	The concept that encourages company can spread its happiness to other people and the communities connected with the company, such as hiring employees from communities nearby.	<p>"The HRM department has influence on how the company stays competitive, especially as regards social concerns." (GM1; HRM2; CEO1; HRM3; GM3; CEO3; HRM4; DIRECTOR1; DIRECTOR2)</p>

The above discussion explains how the HRM departments of MNCs and supplier companies have implemented CSR into their functions. These findings endorse the view that HR professionals develop their practices by implementing various CSR initiatives. The participants from the interviews

gave details of the varieties of the CSR activities of employees which are particularly pertinent to HRM. They referred to the CSR principles, namely promoting a diverse workforce, engaging employees in CSR activities, promoting non-discrimination, providing equal access to employment opportunities, addressing work-life balance, avoiding child labour, paying a living/minimum wage, promoting health and wellbeing and providing a good working environment were mentioned in HRM functions by both MNCs and supplier companies. However, the degree of relevance is highly contingent upon the different type of company as mentioned above. The other CSR principles such as human rights, labour rights, offering flexible working, providing stress management enabling childcare, elderly care and caring for employees dealing with HIV/AIDs in the workplace were mentioned by MNCs. Thus, HRM might have already integrated CSR concepts into its functions. The research question: What is the role of CSR in HR department of companies operating in Thailand? can be explained using the following topic in the next section.

5.5 The Role of HRM Professionals in the Implementation of CSR

The previous section explored how HRM implemented CSR in its functions. This section builds and develops on the following research question: "What are the roles that HRM plays in CSR for companies operating in Thailand?" In addition to the CSR characteristics in Thailand, several supplier company participants mentioned that their HRM departments have a responsibility to launch and implement CSR concepts within their companies. Human resource management (HRM) is a concept that integrates and keeps coherent many strategies, theories, and practices to employ and manage employees in an organisation. HRM aims to increase organisational effectiveness and efficiency. This is indicated in the companies studied, and is presented in the table below.

Table 5.6: The Scope of HRM

The Scope of HRM	The literatures	Empirical finding		
		HRM Scope	Company types	HR practices
Micro HRM	Covers the HRM practices, policies and function areas. Includes recruitment, selection, training and development, remuneration, and performance management. (Boxall <i>et al.</i> , 2010; Marchington and Wilkinson, 2012; Armstrong, 2012; Banfield and Kay, 2012; Cohen, 2011; Taylor, 2011; Rimanoczy and Pearson, 2010; Ulrich <i>et al.</i> , 2009; Vladimir, 1988)	HRM focus on the service centre from which HRM functions are important, and focuses on the laws that might be relevant to HRM activities.	Supplier companies	Informal HR practices
Strategic HRM	Links to strategic management and focuses on overall organisational activities which impact organisational performance and decision-making. (Marchington and Wilkinson, 2012; Martin and Fellenz, 2010; Hitchcock and Willard, 2009; Reilly, 2000; Wright and Boswell, 2002)	Focus on the development of employee competencies and employee performance.	Relatively large companies	Formal HR practices
International HRM	HRM in companies operating across national boundaries. This connects strongly to international business, and cross cultural, socio-political contexts. HRM practices vary between countries. (Harzing and Pinnington, 2015; Dowling and Welch, 2004; Wright and Boswell, 2002; Hollingsworth and Boyer, 1997)	The participant companies mentioned that they deal with international labour and cross-cultures.	Large companies and MNCs	Formal and contemporary HR practices

Source: Author, 16 July 2019.

As can be seen from Table 5.6, HRM practices at the participating companies do focus on employee work satisfaction, welfare, health and safety and training as the basic and informal HRM practices of traditional personnel management (Zhu *et al.*, 2007). In Thailand, standard HRM practices, especially at supplier companies, emphasise hiring and the determination of wages following the laws and regulations rather than focusing on the development of a high-performance work system relevant to standardised international HRM practices. This is because many supplier companies were formed out of family businesses with consideration for other management practices, and these practices are hard to replace with Western HRM concepts (Zhu *et al.*, 2007). However, based on the results from the interviews and with support from the Ding *et al.* study (2002), MNCs and several joint ventures have adopted some standardised international HRM practices. Moreover, HRM practices nowadays are more openly and admittedly focused towards

organisational goals and employee satisfaction, both in the short and long term (Grimshaw et al., 2011) as is normal at a large company or MNC. Table 5.7 (below) show the roles that participants practice in their companies which have been ranked. The participants the HR role perceived as being the most important is that of being a strategic partner (73.1%), the second and third being the role of a functional expert and employee advocate (18.6% and 14.9%) respectively. The results show 51.5% of MNCs and 48.5% of supplier companies considered the strategic partner role. According to many works in the literature (Lawler & Atmiyanandana, 2003; Ohtaki, 2003; Yeung, Warner, & Rowley, 2008), many corporations in Thailand applied strategic practices from Western business practices especially from MNCs. This focus on the HR department could make a real contribution to the field of strategic management as a strategic partner in the company (Mitsakis, 2014). As Lawler and Mohrman (2003) note, a large amount of HR departments in Thailand are aware of and pay attention to the importance of the strategic partner role; however, it is surprising that these companies change relatively little in its practices contribution to business strategy. As Rurkkhum (2011) also emphasized, the HR professionals of companies in Thailand are expected to perform the strategic partner role in order to avoid the risk of labour shortage and outsourcing but only large or joint venture companies and MNCs are aware of and practice this role (Siengthai and Bechter, 2005). Therefore, it is not surprising that the strategic partner role is widely considered as an important role in promoting company strategy in Thailand but the HR of supplier companies have not implemented in HRM practices. This was supported by the supplier interviewees in this study, who stated that the HRM departments of supplier companies are not viewed in terms of strategic partnership (GM1, CEO3). This is because HRM professionals focused on their routine job more than with company strategy. Supplier companies (GM1; CEO1; CEO3) outlined the functioning of

Thai HRM departments as service centres, consisting of standard duties and routine HRM function, such as recruitment, remuneration, and outsourcing (Ulrich, 2008).

Table 5.7: HRM's Roles in Company: HRM Manager's Perceptions

HRM roles in company	Ranking scales Importance												Total of no importance		Total	
	1 st		2 nd		3 rd		4 th		5 th		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Adviser	10	10.8	7	8.1	18	20.7	14	16.1	21	23.9	70	67.3	34	32.7	104	100.0
MNCs	5	16.7	3	42.9	13	72.2	7	50	10	47.6	34	80.9	9	19.1	47	100.0
Suppliers	5	83.3	4	57.1	5	27.8	7	50	11	52.4	32	56.1	25	43.9	57	100.0
Problem solver	8	8.6	11	12.8	12	13.8	10	11.5	10	11.4	51	49.0	53	51.0	104	100.0
MNCs	2	25	4	36.4	5	41.7	8	80	0	0.0	19	40.4	28	59.6	47	100.0
Suppliers	6	75	7	63.6	7	58.3	2	20	10	100	32	56.1	25	43.9	57	100.0
Facilitator	5	5.4	18	20.9	10	11.5	17	19.5	4	4.5	54	51.9	50	48.1	104	100.0
MNCs	1	20	10	55.6	3	30	3	17.6	2	50	19	40.4	28	59.6	47	100.0
Suppliers	4	80	8	44.4	7	70	14	82.4	2	50	35	61.4	22	38.6	57	100.0
Change agent	7	7.5	2	2.3	12	13.8	7	8.0	6	6.8	34	32.7	70	67.3	104	100.0
MNCs	5	71.4	2	100	0	100	2	28.6	2	33.3	11	23.4	36	76.6	47	100.0
Suppliers	2	28.6	0	0	12	100	5	71.4	4	66.7	23	40.4	34	59.6	57	100.0
Employee advocate	28	30.1	16	18.6	13	14.9	13	14.9	11	12.5	81	77.9	23	22.1	104	100.0
MNCs	14	50	7	43.8	6	46.2	5	38.5	5	45.5	37	78.7	10	21.3	47	100.0
Suppliers	14	50	9	56.3	7	53.8	8	61.5	6	54.5	44	77.2	13	22.8	57	100.0
Functional expert	17	18.3	16	18.6	4	4.6	5	5.7	13	14.8	55	52.9	49	47.1	104	100.0
MNCs	7	41.2	7	43.8	2	50	3	60	5	38.5	24	51.1	23	48.9	47	100.0
Suppliers	10	58.8	9	56.3	2	50	2	40	8	61.5	31	54.4	26	45.6	57	100.0
Strategic partner	68	73.1	6	7.0	3	3.4	3	3.4	2	2.3	82	78.8	22	21.2	104	100.0
MNCs	35	51.5	3	50	2	66.7	2	66.7	1	50	43	91.5	4	8.5	47	100.0
Suppliers	33	48.5	3	50	1	33.7	1	33.3	1	50	39	68.4	18	31.6	57	100.0
Developer	5	5.4	5	5.8	9	10.3	8	9.2	8	9.1	35	33.7	69	66.3	104	100.0
MNCs	4	80	4	80	6	66.7	6	75	3	37.5	23	48.9	24	51.1	47	100.0
Suppliers	1	20	1	20	3	33.3	2	25	5	62.5	12	21.1	45	78.9	57	100.0
Leader	10	10.8	4	4.7	1	1.1	3	3.4	8	9.1	26	25.0	78	75.0	104	100.0
MNCs	4	40	2	50	0	0	0	0	4	50	10	21.3	37	78.7	47	100.0
Suppliers	6	60	2	50	1	100	3	100	4	50	16	28.1	41	71.9	57	100.0
Innovator	2	2.2	5	5.8	3	3.4	2	2.3	0	0.0	18	17.3	86	82.7	104	100.0
MNCs	1	50	4	44.4	2	40	1	50	0	0.0	8	17.0	39	83.0	47	100.0
Suppliers	1	50	5	55.6	3	60	1	50	0	0.0	10	17.5	47	82.5	57	100.0
Regulator	1	1.1	2	2.3	5	5.7	8	9.2	7	8.0	23	22.1	81	77.9	104	100.0
MNCs	0	0.0	1	50	0	0.0	3	37.5	6	85.7	10	21.3	37	78.7	47	100.0
Suppliers	1	100	1	50	5	100	5	62.5	1	14.3	13	22.8	44	77.2	57	100.0

In addition, HRM has ethical intentions too, which means that it must also deal with the rights of employees in a company through the implementation of social responsibility concepts (Caldwell, 2004). Thus, Table 5.8 (below) presents the results from the survey that reveals the views of HRM managers as concerns what the important roles are for CSR implementation. Furthermore, the results as interpreted from the interviews on CSR implementation in HRM practices by the researcher are used to provide in-depth details on the HRM roles in CSR implementation. Thus, the participants were asked to pick the roles that help HR staff implement CSR in HRM practices. As several scholars (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Cohen *et al.*, 2012) have attempted to describe HR has a unique role in the implementation of CSR. These key roles that influence CSR successfully are strategic partner, change agent, employee champion, functional expert and educator (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Lam and Khare, 2010; Cohen *et al.*, 2012). Thus, the findings here attempt to confirm what the roles are that HRM plays in CSR for companies operating in Thailand.

To understand the HR roles in the implementation of CSR, it is necessary to investigate the views of HRM managers. However, the HRM departments of small or supplier companies lack clear understanding of CSR in HRM practices as the supplier interviewees have mentioned. The understanding of HR roles from the survey in this section may be problematic in explaining the result based on the lack of CSR-HRM related knowledge. Thus, the researcher has clarified the roles to reduce this problem and these supplier companies from the survey have acknowledged CSR-HRM related practices from answering the questions in Table 5.2 (come from HRM questionnaire, question number 14). This is because the questions that have been asked in the

table explained the CSR-HRM related practices and enabled the respondents to understand these terms clearly. Thus, the data were presented here can be trusted and used to explain CSR-HRM related practices. MNCs, such as car manufacturers, on the other hand, show the best practices in the implementation of CSR as can be seen from the in-depth interviews. Thus, the researcher needs to understand the general views of HRM managers through the survey results. Then the interviews are deployed to interpret the participants' experiences, especially from MNCs.

The Table 5.8 (below) reveals the participants' beliefs about the roles HR play relating to CSR, which have been ranked from first to fifth. The role perceived as being the most important is that of being a business partner (29.8%), the second and third being the role of a developer and a problem solver (19.2% and 12.3%) respectively. The results show 100.0% of MNCs and 96.5% of supplier companies considered the strategic partner role to be important to CSR implementation.

Table 5.8: HRM's Roles in CSR Implementation

HRM roles in CSR implementation	Ranking scales Importance												Total of no Importance		Total	
	1 st		2 nd		3 rd		4 th		5 th		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Adviser	13	12.5	7	6.7	12	11.3	12	11.3	8	8.1	52	50.0	52	50.0	104	100.0
MNCs	4	30.8	4	57.1	4	33.3	5	47.7	3	37.5	20	42.6	27	57.4	47	100.0
Suppliers	9	69.2	3	42.9	8	66.7	7	58.3	5	62.5	32	56.1	25	43.9	57	100.0
Problem solver	4	3.8	5	4.8	13	12.3	8	7.5	7	7.1	37	35.6	67	64.4	104	100.0
MNCs	0	0.0	0	0.0	9	69.2	5	62.5	1	14.3	15	31.9	32	68.1	47	100.0
Suppliers	4	100	5	100	4	30.8	3	37.5	6	85.7	22	38.6	35	61.4	57	100.0
Facilitator	5	4.8	15	14.4	6	5.7	11	10.4	14	14.1	51	49.0	53	51.0	104	100.0
MNCs	2	40	6	40	2	33.3	6	54.5	5	35.7	21	44.7	26	55.3	47	100.0
Suppliers	3	60	9	60	4	66.7	5	45.6	9	64.3	30	52.6	27	47.4	57	100.0
Change agent	4	3.8	5	4.8	8	7.5	9	8.5	6	6.1	32	30.8	72	69.2	104	100.0
MNCs	2	50	5	100	2	25	2	22.2	0	0.0	11	23.4	36	76.6	47	100.0
Suppliers	2	50	0	0.0	6	75	7	77.8	6	100	21	26.8	36	63.2	57	100.0
Employee advocate	9	8.7	5	4.8	11	10.4	17	16.0	20	20.2	62	59.6	42	40.4	104	100.0
MNCs	7	77.8	0	0.0	8	72.7	6	35.3	8	40	29	61.7	18	38.3	47	100.0
Suppliers	2	22.2	5	100	3	27.3	11	64.7	12	60	33	57.9	24	42.1	57	100.0
Functional expert	2	1.9	3	2.9	4	3.8	10	9.4	12	12.1	31	29.8	73	70.2	104	100.0
MNCs	1	50	2	66.7	0	0.0	3	30	3	25	9	19.1	38	80.9	47	100.0
Suppliers	1	50	1	33.3	4	100	7	70	9	75	22	38.6	35	61.4	57	100.0
Strategic partner	31	29.8	19	18.3	22	20.8	15	14.2	15	15.2	102	98.1	2	1.9	104	100.0
MNCs	21	67.7	12	63.2	13	59.1	1	6.7	0	0.0	47	100.0	0	0	47	100.0
Suppliers	10	32.3	7	36.8	9	40.9	14	93.3	15	100	55	96.5	2	3.5	57	100.0
Developer	10	9.6	20	19.2	15	14.2	8	7.5	5	5.1	58	55.8	46	44.2	104	100.0
MNCs	1	10	10	50	8	53.3	6	75	1	20	26	55.3	21	44.7	47	100.0
Suppliers	9	90	10	50	7	46.7	2	25	4	80	32	56.1	25	43.9	57	100.0
Leader	10	9.6	16	15.4	4	3.8	9	8.5	2	2.0	41	39.4	63	60.6	104	100.0
MNCs	7	70	12	75	2	50	6	66.7	2	100	29	61.7	18	38.3	47	100.0
Suppliers	3	30	4	25	2	50	3	33.3	0	0	12	21.1	45	78.9	57	100.0
Innovator	11	10.6	6	5.8	7	6.6	1	0.9	7	7.1	32	30.8	72	69.2	104	100.0
MNCs	9	81.8	0	0.0	4	57.1	0	0.0	5	71.4	18	38.3	29	61.7	47	100.0
Suppliers	2	18.2	6	100	3	42.9	1	100	2	28.6	14	24.6	43	75.4	57	100.0
Regulator	5	4.8	3	2.9	4	3.8	6	5.7	3	3.0	21	20.2	83	79.8	104	100.0
MNCs	3	60	2	66.7	0	0.0	3	50	3	100	11	23.4	36	76.6	47	100.0
Suppliers	2	40	1	33.3	4	100	3	50	0	0.0	10	17.5	47	82.5	57	100.0

These results are consistent with the findings of other researchers who have attempted to describe HR's role in CSR and sustainability, and that the key role that influences CSR successfully is that of a strategic partner (Lockwood, 2004; Vickers, 2005; Wirtenberg *et al.*, 2007; Rimanoczy and Pearson, 2010; Cohen *et al.*, 2012). This takes into consideration how HR embeds CSR into its practices to support the company's strategies. Thus, HR may be involved to some degree in the improvement of CSR strategies and developing external organisational strategies. This shows that HRM departments in supplier companies were not concerned with the issues regarding the external business environment such as CSR. However, two MNCs participant mentioned that the HRM department performs as embedded HR, which works directly with the line manager and leadership team of a company, to simplify strategy, engage with business strategy, and manage both talent and company goals,

"We have launched the motto "Happy workplace" and placed it in our strategy, which is the Toyota way to make our employees have a happy workplace." (CEO2).

"We have 12 basic principles, which are rooted in employee development. This relate to the main sustainable philosophy" (DIRECTOR2)

The above comments from MNCs show the best practice of the strategic partner role as the important role in implementing CSR. As Garavan and McGuire (2010) mention, the strategic partner role can help to embed CSR into company strategy to improve employee well-being and employee participation in CSR activities. This links to the previous section (section 5.4.) which asserted that the HR departments of MNCs, which have embedded CSR in corporate strategy, can involve and implement CSR in HRM functions in a variety of ways more than supplier companies.

Furthermore, the employee advocate role is when HR staff ask employees to actively promote the company in terms of its CSR. As MNC participants put it, the company could build “CSR into the employees’ DNA”, meaning that CSR at this company should be a priority with the result that its employees actively pursue volunteer work for the company. This means HR staff encourage their employees to participate in CSR activities as representative of the company.

“We were trying to build CSR into our employees’ DNA... We build a social volunteer club which has 200-300 members involved in CSR activities outside our company.” (HRM3)

“We have arranged many volunteer camps and asked our employees to participate in the rural area development camp.” (HRM2)

“The main objective of our company is employees’ participation in CSR activities.”
(DIRECTOR2)

Additionally, HR has acted as a developer whereby employees are trained to improve their understanding about CSR and are guided towards success in volunteer work. As four MNCs (HRM3; HRM1; HRM2; DIRECTOR2) and two supplier companies (GM3; HRM4) stated, the HRM departments have the responsibility to train employees to understand CSR concepts and encourage them to participate in CSR activities:

“We were trying to build CSR into our employees’ DNA through many training courses. We hoped employees would understand what CSR is and how it benefits our company and themselves.” (HRM3)

“The HRM department educates our employees about CSR through training courses. HR staff must have clear knowledge about CSR and sustainability and participate in those activities before they arrange the training programs for our employees. Training is the main role for HRM staff in relation to CSR. This helps our employees understand and then be willing to participate in CSR and sustainable activities.” (DIRECTOR2)

“We use only a training process to let our employees understand about CSR. HR staff acquire knowledge about CSR through training and doing CSR activities for our company. The training role is important because it helps our employees understand and participate in CSR.” (GM3)

“Our staff are concerned about CSR. We have provided training courses about CSR. We have asked each department to send an employee to join the CSR committee.” (HRM4)

The above comments from MNCs and a supplier company show that the developer role of HR is important for CSR implementation, especially in providing CSR knowledge for employees. Furthermore, MNC participants mentioned that HR as developer can arrange training courses outside their companies to develop the knowledge of the people and the community,

“We have launched the White Road project and road safety programs, which help and educate Thai drivers about driving regulations and laws. We have a dual-purpose road centre and training centre to train and educate people who are interested in learning and also students in many schools by teaching them good driving skills.” (CEO2)

“We opened the factory at Chachoengsao province for our students and for students from other schools near our plant so that they could become trainees. For those companies who are willing to participate in CSR and sustainability, we will send our professional team to help them improve their factory, train their employees and anything else that they ask for.” (GM2)

As developers, HR staff also aims to develop high quality employees to improve their skills and knowledge and advance their career development. This is because employee skill development consists of employee satisfaction with the job, and it is important because an increase in employee performance can lead to the company being more successful (Champathes, 2006). This is consistent with the findings of Nassazi (2013), who stated that the companies which have good training policies will have a clear positive effect on the performance of employees. HR staff are responsible for advising employers on the benefits of employee skill development and providing guidance as to how a company can develop its employees' skills through human resource functions, especially training programs.

"We also have in-house training courses on 600 topics, such as Thai language courses and Japanese language courses; however, most of them are related to our work." (HRM1)

"Employees gain professional development through a variety of training courses."

(DIRECTOR1)

The MNC participants (HRM1, HRM2, CEO2, DIRECTOR1, DIRECTOR2) saw the main HRM role as being that of educator or developer, which was broadly seen as being the same role according to the supplier company participants' opinions. Development focuses on employee growth and prepares them for future performance; while training is a program that helps employees improve and learn specific knowledge and skills to develop their current potential. When they discussed the role of developer in detail, they usually understood it to mean a role in which HRM gives CSR knowledge to employers and employees.

Furthermore, HR has acted in a functional expert role to guide employers and managers on how to attain and retain talented employees by implementing and practising CSR as presented in the

previous section. This link between CSR and HRM functions, namely recruitment and selection, welfare and benefits packages, remuneration, labour relations and education and training programs relying on contextual factors related to CSR such as diversity, equality, work-life balance, health and wellbeing, and freedom of association. This means that HR ensures that company workplaces are free of discrimination and employees have equal opportunities in employment practices. Both MNCs and supplier participants claimed that they gave employees equal opportunities without unfair discrimination in terms of gender, political opinions, culture, ethnicity, religion or disability (DIRECTOR2, GM1, HRM4, CEO1, HRM2). MNC participant pointed out that CSR implementation in HRM practices helps to improve quality of life not only for employees at the company, but also for all labourers in the labour market. This creates talented employees and quality labour for society as well. The better quality of life of employees in turn helps reduce many social issues such as poverty, and crime (Cataler, 2014).

“Society and the world will receive the benefits from quality employees and company expenditure to protect society and environment.” (HRM2)

As mentioned by the majority of MNC participants that the facilitator role differed from previous research. HR would help, support, organise and facilitate all equipment and all items for individuals and groups of employees to carry out CSR more effectively, and efficiently to help them achieve their purposes. HRM was usually performed in the role of a facilitator launching philanthropic activities and providing the necessary facilities for CSR activities under its authority.

“If they are willing to do CSR, we will fully support them.” (CEO2)

“We just provide the facilities for employees and the company when they would like to do CSR projects.” (HRM2)

The above comments show that the MNCs mentioned the main role of HR as seemingly driving employee engagement in the environmental and social issues of CSR. These views are consistent with the literature (Liebowitz, 2010; Sharma *et al.*, 2008), which recommends that HR departments take responsibility for engaging employees in environmental and social practices. To sum up, it can be said that the main roles of HR in implementing CSR in this study were those of employee advocate, developer, facilitator and functional expert. It also shed light on the strategic partner role is an important role in implementing CSR of MNC participants. The next section describes the benefits of the CSR principles implemented in HRM functions.

5.6 Benefits of CSR Principles Implemented in HRM Functions

The participants mentioned that HRM departments that already implement CSR in their functions also carried out CSR activities which respond to their employees' expectations. This shows how companies look after their employees and how serious they might be about CSR. Thus, it is important for HR to develop its practices of the implementation through CSR. The benefits of CSR implementation in HRM practices can cover three areas as regards employee, company and society. First, in terms of the benefit to employees, the majority of MNCs (HRM1; HRM2; DIRECTOR2) and supplier companies (CEO1; GM3, CEO3) thought that HRM staff should understand CSR and apply its functions in helping the company treat their workers better such as by providing more incentives, higher salaries, and better work life. This in turn betters the quality of life for employees. Moreover, this might attract talented employees to work with the company.

"I think that our employees would be treated better. They would get more incentives, higher salary and a better work life." (HRM1)

"This will help us to keep them with our company longer than the talented candidates who receive a higher salary and more benefits but who have no commitment to our company and are ready to leave us whenever they get a better opportunity." (HRM2)

"This will attract talented workers to come and work with us." (DIRECTOR2)

"Employees will be treated better and have a better life." (CEO1)

"CSR will benefit the quality of the life of employees. Their life and the life of their family should be better." (GM3)

"We would like to help them to have a better life and we hope that they will pay attention to their jobs.

The employees will have a better quality of life." (CEO3)

The second, as mentioned by the majority of MNC and supplier participants, concerns the benefits to company whereby the relationship between CSR and HRM practices links the HR department to taking responsibility for company, where the department has to adopt CSR into its functions and practices in order to increase the company's performance and profits, improve the company image, decrease turnover rate, increase staff loyalty, reduce human cost and increase employee satisfaction. Besides, good relationships between companies and society help companies to obtain a good image and foster customer loyalty. This is consistent with Zhu's (2015) study that showed CSR implementation correlates with company performance in Chinese enterprises. Moreover, some scholars (Guest, 2007; Bolton and Houlihan, 2007; Legge, 1995) and participants have supported the view that when companies focus on CSR principles and treat their employees well, their employees show signs of improved performance and increased productivity:

“Our company might get more profit and reduce human costs, such as by enjoying a decrease in turnover rate. The company will enjoy a better image and employees will have a good quality of life.” (HRM2)

“It influences corporate image, especially MNCs companies.” (DIRECTOR2)

“Employees will be loyal to the company and will perform well in their work, which profits the company.” (GM3)

“The company will gain more income and profit. Employees’ ability and performance are improved and they can produce quality products.” (CEO1)

Finally, the benefits to society are that market labour is developed as regards performance hand in hand with higher salaries. Society will have quality people and increase awareness of environmental issues. Furthermore, social and environmental problems are decreased,

“For our society, labour in the market might perform well and get good pay. I think the people in this new generation want to have a good life and they prefer a good work-life balance and good pay and higher education.” (HRM1)

“Social and environmental problems might decrease once everyone in our company is more concerned about CSR.” (GM3)

“Society will have quality people and the environment will be treated with good care.”
(CEO1)

Thus, the relationship between CSR and HRM can provide benefits for employee, company and society. The interesting point is this relationship embedded employee wellbeing issues in both

MNCs and supplier companies. Furthermore, the finding here confirms that companies also benefit in order to increase the company's performance and profits, improve the company image, decrease turnover rate, increase staff loyalty, reduce the human cost and increase employee satisfaction. It is clear evidence as to whether the relationship between CSR and HRM can establish value added for company rather than be viewed as a cost. Society also benefits from this relationship by developing the quality of labour. The next section discusses the next research question: "What is the interpretation and perception of sustainable HRM of companies operating in Thailand?" This aims to link the relationship between CSR and human resource management to help develop the idea of sustainable human resource management.

5.7 The Relationship between CSR Principles and the Readiness to Transform HRM into Sustainable HRM

The concept of sustainability has recently been launched in many functions of the organisation such as operations, supply chain, strategic management, and human resources (Aust *et al.*, 2020; Randev and Jha, 2019). Sustainable HRM has garnered a significant amount of attention due to its reduction of the impact of business approaches on employees, society and environment (Ehnert and Harry, 2012; Mariappanadar, 2003). Sustainable HRM links to the concept of the harmless impact of high performance employee systems. This focuses on existing HRM practices begin identified to reduce employee harm and increase the well-being of employees and their families (Aust *et al.*, 2020; Randev and Jha, 2019). However, sustainable HRM has been studied sporadically and broadly defined as CSR, green HRM and sustainable work systems (Randev and Jha, 2019, p.241). Thus, this section aims to explore the understanding of the concept of sustainable HRM in MNCs and supplier companies, the relationship between the CSR

implementation in the HRM department and sustainable HRM, and the ability of HRM departments to develop to sustainable HRM. This section also explores how participants included in the data collection from the surveys and interviews view sustainable HRM.

5.7.1 Sustainable HRM Concepts

Recently, sustainable development (SD) has become a new paradigm of organisational awareness and understanding (Young and Tilley, 2006). It seems to be the goal of CSR, and the corporate citizenship (CC) and corporate governance (CG) concepts. The secondary data from the corporate reports of the majority of MNCs show the key aspects of sustainability are recognised as the environmental and social dimensions represented by external stakeholders, while financial and organisational culture dimensions are represented by internal stakeholders, especially employees, who are involved with sustainable behaviours:

“Sustainability in our view, sustainability refers to our business success, which is the basis for the fulfilment of our ecological and social responsibility.” (BMW, 2014)

“Integration that ensures sustainability is embraced throughout GM.” (General Motors, 2014)

“To make the world a better place to live by helping people and goods get where they need to go safely, economically and with environmental responsibility while focusing on sustainable development.” (Hino, 2014)

“To build a sustainable society that endures for future generations, we believe that studying the wisdom of nature and harnessing it to human intellect will establish new technologies capable of preserving a sound natural environment that can coexist with humanity. We are working towards a new dimension in manufacturing through technologies that are gentle on both people and the environment.” (FTS, 2014)

The secondary data above shows that the majority of MNCs included sustainable development as a part of their strategy and linked with different operation systems under the watch of HRM. Thus, HR has been acknowledged as critical for company success, while sustainable HRM is a concept gathering momentum. In the survey, participants were asked to pick a statement that best reflected their organisation's approach towards sustainable HRM. The most common opinion of the majority of MNCs participants about sustainable HRM is: "sustainable HRM is using the tools of HR to create a workforce that has the trust, values, skills, and motivation to achieve a profitable triple bottom line" (61.7%). These participants agreed with the Cohen *et al.* (2011) study that HR should help adapt the positive sustainability impacts of a company to employees and all stakeholders through a range of company processes to achieve a healthy bottom line. This is the best for describing sustainable HRM because many participants linked this definition to the term of sustainability which concerned on triple bottom line. On the other hand, the majority of supplier companies most common statements are as follows: "sustainable HRM is the HRM department's process to help employees to help themselves which then reconfigure the organisation's objectives," (21.1%), "sustainable HRM is the long-term socially and economically efficient recruitment, development, retention, and retirement of employees" (21.1%), respectively. The supplier participants agreed with the findings of Spooner and Kaine (2010; Zaugg *et al.*, 2001) who recommended that sustainable HRM could be how HR practises and strategies contribute to the sustainability of individual labour, especially in terms of work-life balance, employability and employee wellbeing (Pfeffer, 2012). This definition is associated with the CSR-HRM related definition. This is because the supplier companies acknowledge the meaning of sustainable HRM as CSR-HRM related practices (Hockerts, 2001).

Table 5.9: Sustainable HRM Concepts: HRM managers' viewpoint

Sustainable HRM concept statements	Company Types				Total	
	MNCs		Suppliers			
	N	%	N	%	N	%
Sustainable HRM could be involved with five aspects, which are provision of health insurance, the effects of layoffs, work hours, work-family conflict, and work stress and inequality	1	2.1	8	14.0	9	8.7
Sustainable HRM is the HRM department's process to help employees to help themselves, which then reconsiders the organisation's objectives.	6	12.8	12	21.1	18	17.3
Sustainable HRM is the capacity of organisations to create value and renew wealth, through the application of human resource policies and practices	3	6.4	9	15.8	12	11.5
Sustainable HRM is using the tools of HR to create workforce that has the trust, values, skills, and motivation to achieve a profitable triple bottom line	29	61.7	11	19.3	40	38.5
Sustainable HRM is long-term socially and economically efficient recruitment, development, retention, and retirement of employees	6	12.8	12	21.1	18	17.3
Sustainable HRM is what organisations themselves have to do to in their environments to have access to highly qualified people in the future	2	100.0	5	8.8	7	6.7
Total	47	100.0	57	100.0	104	100.0

The interview results show a minority of MNCs participant thought sustainable HRM might be a description of the larger picture of labour development. The company will take good care of their employees and improve the quality of life not only of employees in the company but also to establish talented individuals in society in general. This is consistent with the belief regarding sustainable HRM that HR must go beyond company benefits and employee satisfaction to commit to the community, society and environment:

“From my point of view, it might be the development of labour in terms of the bigger picture. It means people in our country should receive more opportunities to study and there will be a more talented workforce in the future. The education system must develop to produce talented labour for the market. Then, companies will take good care of their employees. This will develop the quality of life of people and establish sustainable HRM. People can live in the society by themselves with a good quality of life.” (DIRECTOR1)

However, another supplier participant mentioned that sustainable activities nowadays might not support long-term development and employees might not be able to help themselves. This is because many companies engage in sustainable activities as acts of philanthropy.

“It might not lead to a sustainable society because finally people cannot help themselves. They will be waiting for help and they cannot survive in the long term.” (CEO3)

This shows that sustainable HRM focuses on how the HRM department could help companies manage their employees to achieve the company's and society's objectives (Mariappanadar, 2003). A minority of MNC participants focused on discrimination issues and had a cross-cultural labour workforce working together to achieve company performance and national objectives:

“Sustainable HRM is seriously considered because we believe in diversity, and especially in a cultural mix. We have a variety of labour generations who work with us and we have cross cultural workforces who come from many countries. Therefore, we have to be concerned about discrimination issues such as nationality, age, religion, political opinion, gender and educational levels, so that they do not obstruct our work.” (DIRECTOR2)

The majority of supplier companies from the interviews (GM1; GM3; CEO3; CEO1; HRM4) did not know what sustainable HRM was, and confirmed that they focused on CSR only in terms of

concerns about how to contribute to the creation of a better society. GM1, for example, mentioned that:

“NO, I am not able to consider it. I am not sure what sustainable HRM is. I see but I am not sure our company can apply sustainable HRM. We do not have anything like this” (GM1)

Similarly, the majority of MNCs did not focus on sustainable HRM. Except for a minority of MNCs (CEO2; DIRECTOR2) participants mentioned the idea of implementing sustainable HRM in HRM's processes which helps employees to help themselves (Ehnert and Harry, 2012). This idea was mentioned in the basic principle of social work and public policy.

“I focus on how to develop our employees' knowledge because they will help themselves.”
(CEO2)

The MNC participant claimed that his company has focused on sustainable HRM for over 50 years. The company has built a talented workforce with excellent knowledge and good skills. This has helped Thailand and Japan export quality cars to many countries around the world. Moreover, the company developed its quality and management systems and then disseminated this knowledge to benefit other companies and countries. This company adopted strategies for sustainable business and the CEOs have a vision concerning sustainability. This has seen sustainability integrated into the way the company operates. The participants used this phrase to describe long-term development as sustainability. However, this could go beyond the company and employees' considerations. HR could create long-term consequences for the holistic perspectives of the economy, society and environment.

Additionally, the most important factors influencing sustainable HRM, which respondents were concerned with, were legislation (53.8%), organisational culture (50.0%), code of conduct (49.0%) and organisational policies (48.1%) (See Table 5.10). These important factors show that sustainable HRM relied on the law and regulations and company's policies more than CSR issues. Thus, this implied that the laws and regulations have influenced on sustainable HRM. The other word is the companies might practice sustainable HRM when it enacted as law and regulations from government as well as MNCs.

Table 5.10: Factors Influencing Sustainable HRM: HRM Managers' Perceptions

Factors	Ranking scales											
	Not at all Important		Low Important		Neutral		Important		Very Important		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
CSR	0	0	0	0	16	15.4	42	40.4	46	44.2	104	100
MNCs	0	0	0	0	2	1.9	15	14.4	30	28.8	47	45.2
Suppliers	0	0	0	0	14	13.5	20	19.2	23	22.1	57	54.8
Code of conduct	0	0	1	1.0	7	6.7	45	43.3	51	49.0	104	100.0
MNCs	0	0	0	0.0	2	1.9	22	21.2	23	22.1	47	45.2
Suppliers	0	0	1	1.0	5	4.8	23	22.1	28	26.9	57	54.8
Competitors	1	1.0	15	14.4	33	31.7	36	34.6	19	18.3	104	100.0
MNCs	0	0.0	8	7.7	15	14.4	13	12.5	11	10.6	47	45.2
Suppliers	1	1.0	7	6.7	18	17.3	23	22.1	8	7.7	57	54.8
Social standards	1	1.0	4	3.8	22	21.2	43	41.3	34	32.7	104	100.0
MNCs	0	0.0	0	0.0	7	6.7	16	15.4	24	23.1	47	45.2
Suppliers	1	1.0	4	3.8	15	14.4	27	26.0	10	9.6	57	54.8
Labour market	3	2.9	14	13.5	15	14.4	36	34.6	36	34.6	104	100.0
MNCs	1	1.0	3	2.9	2	1.9	12	11.5	29	27.9	47	45.2
Suppliers	2	1.9	4	3.8	13	12.5	24	23.1	14	13.5	57	54.8
Business cycle	3	2.9	9	8.7	20	19.2	50	48.1	22	21.2	104	100.0
MNCs	0	0.0	4	3.8	11	10.6	18	17.3	14	13.5	47	45.2
Suppliers	3	2.9	5	4.8	9	8.7	32	30.8	8	7.7	57	54.8
Legislation	2	1.9	1	1.0	10	9.6	35	33.7	56	53.8	104	100.0
MNCs	0	0.0	0	0.0	4	3.8	17	16.3	26	25.0	47	45.2
Suppliers	2	1.9	1	1.0	6	5.8	18	17.3	30	28.8	57	54.8

Factors	Ranking scales											
	Not at all Important		Low Important		Neutral		Important		Very Important		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Management style	1	1.0	2	1.9	20	19.2	43	41.3	38	36.5	104	100.0
MNCs	0	0.0	1	1.0	8	7.7	15	14.4	23	22.1	47	45.2
Suppliers	1	1.0	1	1.0	12	11.5	28	26.9	15	14.4	57	54.8
Trade union	6	5.8	13	12.5	44	42.3	33	31.7	8	7.7	104	100.0
MNCs	1	1.0	4	3.8	18	17.3	16	15.4	8	7.7	47	45.2
Suppliers	5	4.8	9	8.7	26	25.0	17	16.3	0	0.0	57	54.8
Labour union	7	6.7	14	13.5	21	20.2	39	37.5	23	22.1	104	100.0
MNCs	2	1.9	5	4.8	13	12.5	17	16.3	10	9.6	47	45.2
Suppliers	5	4.8	9	8.7	8	7.7	22	21.2	13	12.5	57	54.8
Employee involvement	0	0.0	7	6.7	9	8.7	43	41.3	45	43.3	104	100.0
MNCs	0	0.0	2	1.9	4	3.8	17	16.3	24	23.1	47	45.2
Suppliers	0	0.0	5	4.8	5	4.8	26	25.0	21	20.2	57	54.8
Organisational policies	0	0.0	1	1.0	11	10.6	42	40.4	50	48.1	104	100.0
MNCs	0	0.0	0	0.0	6	5.8	22	21.2	19	18.3	47	45.2
Suppliers	0	0.0	1	1.0	5	4.8	20	19.2	31	29.8	57	54.8
Organisational culture	0	0.0	0	0.0	11	10.6	41	39.4	52	50.0	104	100.0
MNCs	0	0.0	0	0.0	3	2.9	27	26.0	17	16.3	47	45.2
Suppliers	0	0.0	0	0.0	8	7.7	14	13.5	35	33.7	57	54.8
Leadership style	0	0.0	3	2.9	14	13.5	45	43.3	42	40.4	104	100.0
MNCs	0	0.0	1	1.0	7	6.7	14	13.5	25	24.0	47	45.2
Suppliers	0	0.0	2	1.9	7	6.7	31	29.8	17	16.3	57	54.8
Workplace systems	1	1.0	1	1.0	11	10.6	43	41.3	48	46.2	104	100.0
MNCs	0	0.0	0	0.0	1	1.0	23	22.1	23	22.1	47	45.2
Suppliers	1	1.0	1	1.0	10	9.6	20	19.2	25	24.0	57	54.8

According to the interview results participants from the MNCs and a supplier company stated that only HRM staff was an important factor to develop sustainable HRM. They suggested that HR staff should acknowledge, and understand what sustainable HRM is and how to transform it into sustainable HRM:

“HRM staff should obviously acknowledge, understand and have good practice in their own job. Then they will know how to transform their department.” (DIRECTOR1)

“If HRM staff can have a better understanding of what these things are, they might be able to do CSR and sustainable HRM in the future.” (HRM1)

“CEOs and HR staff themselves are important factors that can transform HRM. However, they must have knowledge and understanding about what they are going to do. Then, HRM is developed and transformed into sustainable HRM.” (CEO3)

Thus, the best description of the sustainable HRM definition of participants was that mentioned by Cohen *et al.* (2011). This is because it shows that sustainable HRM as part of a sustainable business has a role in helping the company establish sustainability in their business. The finding from the interviews here is associated with the benefits of the relationship between CSR and HRM in previous section, providing insight into a picture of sustainable HRM in which the quality of life concerns not only employees in the company but also enables talented employees in society.

5.7.2 The Relationship between CSR in the HRM Department and Sustainable HRM

Previous studies have discussed the relationship between CSR and sustainability, with CSR regarded as one of the elements of a business that can create and support the concept of sustainability (Pfeffer, 2012; Ebner and Baumgartner, 2006). CSR and sustainability in terms of employees overlaps on many of the same issues, such as human rights, labour rights, work-life balance, employability and employee wellbeing (Pfeffer, 2012). It could be said that CSR is the primary principle from which a company takes action on sustainable HRM; HRM is the hub for strategies and practices that launch CSR and sustainability in terms of human resource functions.

This matches the ideas of both MNCs and supplier participants, who thought that CSR in HRM is the primary concept for sustainable HRM:

“If we have done CSR in the HRM department, it can develop sustainable HRM. CSR is like a primary stage of sustainable HRM. If the company treats employees well, they will be human capital for our country.” (HRM2)

“We need to do CSR continually and enhance the trust between employers and employees, which might make it easier to build sustainable HRM. (HRM3)

“I think sustainable HRM is the second step of CSR improvement. Therefore, companies should know and implement CSR before going through the next step.” (HRM4)

“Before we consider implementing sustainable HRM, we have to implement CSR first. After that we can develop sustainable HRM.” (CEO1)

However, the literature (Ulrich, 2015) showed that CSR implementation in HRM functions is not enough to develop sustainable HRM because the CSR outcomes still benefit the company and employees requirements more than society and the environment expectations. Moreover, a MNC perceive CSR in HRM and sustainable HRM as being the same idea just with different labels, which CSR in HRM and sustainable HRM concepts suggest that companies should work to achieve society's expectations:

"I think CSR and HRM are the same topic. They cannot be separated because human have to live in society. Therefore, companies have a duty to deal with people, communities and society. Some companies can do much more than others can because they have the budget and the team to do the activities. Nowadays, every activity that we have done is for charity. However, we cannot afford to do some activities, such as education, that will help society to become more sustainable." (DIRECTOR1)

However, one MNC participant thought both topics are related, but did not know specifically how they related to each other.

"These topics are related. However, I have no idea how to link between the two of them.

We have not gone through this so I am not able to explain how to do it." (HRM1)

On the other hand, three supplier company (GM1; CEO1; HRM4) and MNC (HRM2; HRM3) participants noticed that CSR is at the root of sustainable HRM and the second step of CSR in HRM practices. They believe if the company implements CSR in HRM practices, it will develop sustainable HRM in the company:

"I think that CSR can definitely develop sustainable HRM. It is just like it's at the root of sustainable HRM." (GM1)

"We have to implement CSR first. After that we can develop sustainable HRM." (CEO1)

"I think sustainable HRM is the second step of CSR improvement." (HRM4)

"CSR is like a primary stage of sustainable HRM." (HRM 2)

"We need to do CSR continually and enhance the trust between employer and employee, which might make it easier to build sustainable HRM." (HRM3)

As academic literature stated, sustainable HRM is a concept related to business circumstances, especially CSR issues, economic competitiveness, self-responsibility and company strategy (Mazur,

2015; 2014; Ehert, 2006). The finding here confirms in particular that, CSR is the root of sustainable HRM. The possible reason for this is that CSR-HRM related issues are generally identified as material issues of sustainable HRM.

5.7.3 Readiness of HRM Departments to Transform into Sustainable HRM

Ulrich's concept of the HR transformation process focuses on four plan phases: business context, outcomes, HR design, and HR accountability (Ulrich *et al.*, 2009). The results from the interviews found that a minority of MNCs as car manufacturers were ready to transform the HR department into sustainable HRM. This was not the case with the supplier companies. This is because the supplier companies have not acknowledged the sustainable HRM concept (CEO1; CEO1; GM3; HRM4; CEO3) as previously stated. According to only two MNC participants, the HRM department should enable the development of sustainable HRM by itself. One HR manager at a MNC also mentioned that their company should develop sustainable HRM in its own way so that HRM will achieve each purpose of CSR and sustainable HRM. A MNC participant suggested the following four main areas for transforming to sustainable HRM:

"There are four main areas for transforming HRM into sustainable HRM. First, the HR department has to establish a happy workplace and ensure the company is committed to achieving this. Second, the HR department has to build tools and processes for employees so that they can continuously improve themselves. Third, employees are developed constantly. Finally, the HR department needs to enhance employee teamwork, which focuses on each employee achieving their full potential to do their job perfectly, which helps to improve the company's efficiency." (HRM3)

According to Ulrich's the HR transformation process should focus on four plan phases (Ulrich *et al.*, 2009). First, business context a MNC (GM2) mentioned that the external factors important for

shifting HRM into sustainable HRM are quite similar to the factors that influence the incorporation of CSR into HRM functions such as social pressures. HR realises that business conditions are important and tries to connect business circumstances such as CSR with HRM functions:

“We have strategy focuses on integrating CSR into our organisation and supply chain. We establish the knowledge and want to create awareness of CSR among our employees in the hope that they will participate in social activities or CSR activities for a sustainable society. In addition, our management team stated that one of the company principles on our website that the company is also dedicated to is improving the quality of our employees, and contributing to a better tomorrow for Thai society as a whole” (GM2)

The HRM department and its staff must understand both the concepts of CSR and sustainable human resources to be able to implement them into their functions and improve their services. Moreover, CEOs must understand them as well because CEOs can then support HRM staff in every relevant way. Just as with CSR in HRM, CEOs and HRM staff should clearly understand the concept of sustainability in terms of both business and HRM perspectives as stated in the previous section.

A MNC (HRM3) stated that sustainable HRM could help companies achieve social objectives by managing human capital and expanding their best practices to society. This is an increasingly important element of companies, that strategy contributes to and achieves sustainability purposes.

“First, the HR department has to establish a happy workplace and ensure the company is committed to achieving this.” (HRM3)

Second, HR outcomes were designed based on business situations and stakeholders' expectations (Ulrich *et al.*, 2009) as the MNC (HRM3) set their outcomes in terms of the benefits to society and customer and employees expectations:

“We have built a workforce of talented employees who have knowledge and good skills. We have benefited this country in many ways and our headquarters in Japan allow us to expand our high-quality car manufacturing in Thailand and export quality cars to many countries around the world. Moreover, we pass on our knowledge, such as the Toyota Way, Toyota Production System and Problem Solving System, and our main values and culture to the next generations and to other companies. Most importantly, we give priority to creating successors and focus on succession planning and career development plans in order to be a successful company with happy employees” (HRM3)

Furthermore, when HRM has incorporated sustainable HRM into its functions and duties, the results will respond to employee expectations and employee satisfaction. HRM activities should then involve sustainability where employees can obtain better quality of life, higher salaries and expanded welfare. This HRM department of MNC (HRM3) will achieve its own objectives which help employees to help themselves, and this is an important process. This perspective will bring great returns for the company as well as society in general such as profits, quality of work life, and quality of human capital. MNCs stated that the outcomes of implementing sustainability in HRM departments are that employees will have the ability to help themselves, create better labour relations, improve employee and company performance, and help companies achieve their own objectives. This might reduce social problems, such as poverty, or criminality, because people will have jobs or be able to do business and gain incomes that are sufficient for themselves and their families,

“This brings trust to our organisation and will help the HR department to achieve its own objective, which is a happy workplace.” (HRM3)

Third, HR redesign refers to HR department the need for the HR department to be revamped to be more effective and related to the outcomes (Ulrich *et al.*, 2009):

“We have a Sustainable Development Department, which focuses on CSR and sustainable development. We have established a CSR committee, which has the authority to integrate CSR in our company. This committee has a policy that integrates CSR across our suppliers and supply chain, which will fulfil our objectives, so that our CSR is fully integrated in every company process.” (GM2)

“The HR department has to build the tools and processes for employees so that they can continuously improve themselves.” (HRM3)

Finally, HR accountability is where HR should be involved with groups of stakeholders to gain their support for any changes in the company (Ulrich *et al.*, 2009). The HRM department of two MNCs (DIRECTOR1; HRM3) implement the concept into its functions and duties by releasing business plans containing short, middle and long-term plans of action. Moreover, HRM departments should expand this concept to line managers and other departments to get them involved with sustainable HRM, which might encourage employees to join in and participate with the concept. This means everyone and the labour union in the company (including the family members of employees) should have sustainable mindset as it is the company's culture that reflects a person's values and their willingness to engage in and be aware of sustainable issues,

“It is important that it should happen in every department not only in HRM. Therefore, the important process is how employees and every department can contribute to CSR and push it through sustainably.” (DIRECTOR2)

“The HR department needs to enhance employees’ teamwork, which focuses on each employee working to their fullest ability to do their job perfectly, which helps to improve the company’s efficiency.” (HRM3)

The results showed that a few MNCs in this study were ready to transform their HR; however, many of them have not yet transformed their HRM departments into sustainable HRM. The results show that CSR is important to sustainable HRM, and sustainable HRM is for companies to fully embrace sustainability; however, the majority of companies in Thailand do not understand what sustainable HRM is, how CSR relates to HRM is a concern, or how to make the transformation. This leads to the questions of what the barriers and/or drivers are for companies in embracing sustainable HRM for further study.

5.8 Summary of Chapter

This chapter focused on investigating the relationship between CSR and human resource management in the automobile industry in Thailand and links this relationship to develop sustainable HRM. To sum up, the HRM department of the supplier company concerned itself with routine HRM practices and CSR which relates to HRM as a philanthropic project. However, there are many hidden points indicating that these supplier companies have awareness of CSR in HRM practices. In contrast, MNC participants proposed a different view: that CSR was linked to HRM practices. The results from the interviews also show that both types of participants (MNCs and supplier companies)

mentioned that law and regulations, governments, and society were external factors and employees, HR staff and CEOs were internal factors that influence CSR implementation. The results from the survey show MNCs have implemented practices around the following CSR principles: avoiding child labour, respecting labour rights, providing equal access to employment opportunities, paying a living/minimum wage, and promoting health and wellbeing, respectively. The CSR principles that MNCs were planning to implement range from offering flexible work schedules, enabling child care elderly care and caring for employees, and ensuing career development, respectively. These planned policies relate more to employee wellbeing, work-life balance, and the creation of employee development programs. These contradict the results from supplier companies that have already begun implementing CSR principles, beginning with promoting non-discrimination, providing a good working environment, paying living/minimum wage, and respecting privacy, respectively. Besides, supplier companies were planning to implement CSR principles ranging from enabling child care, elder care and caring for employees, offering flexible working, and dealing with HIV/AIDs in the workplace, respectively. These planned policies of supplier companies highlighted that they relate to CSR principles that MNCs have implemented before. This proposes that the CSR-HRM related principles of companies which operate in Thailand concern the good working environment, discrimination, employee wellbeing principles. This links to HRM functions, namely, health and safety, learning and development, remuneration and welfare and recruitment and selection that both MNCs and supplier companies have already begun implementing via CSR. This study also demonstrated that the main roles of HR in implementing CSR in this study were those of employee advocate, developer, facilitator and functional expert. It also highlights the strategic partner role as an important role in implementing CSR among MNC participants. The final section determines Ulrich's concept of the HR transformation process with the

focus on four plan phases: business context, outcomes, HR design, and HR accountability (Ulrich *et al.*, 2009). The results from the interviews found that some MNCs as car manufacturers were ready to transform the HR department into sustainable HRM. This was not the case with the supplier companies and many MNCs. Chapter 6 organises the findings in an attempt to discuss the relationship between CSR and HRM, and presents a combination of theoretical findings and actual studies of the research, which includes empirical findings regarding CEO statements, CEO attitudes, and HR manager attitudes, as well as published documentation in these areas.

Chapter 6

Discussion

6.1 Introduction

The findings from the last two chapters are integrated and discussed in this chapter. This research focuses on the relationship between CSR and HRM. The intention of this study has been to explore the following six research questions:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- What is the role of CSR in HR department of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?

The key findings are linked to the research questions above through the investigation of in-depth interviews, questionnaires and information from the relevant organisations' websites, which were then evaluated and aligned with the literature review findings. The first section provides an overview of the understanding of CSR in the automobile industry in Thailand. The second section explains the motivation for CSR Implementation. The benefits and obstacles from CSR implementation are clarified and discussed. After that the role of HRM in the organisations is addressed. The relationship between

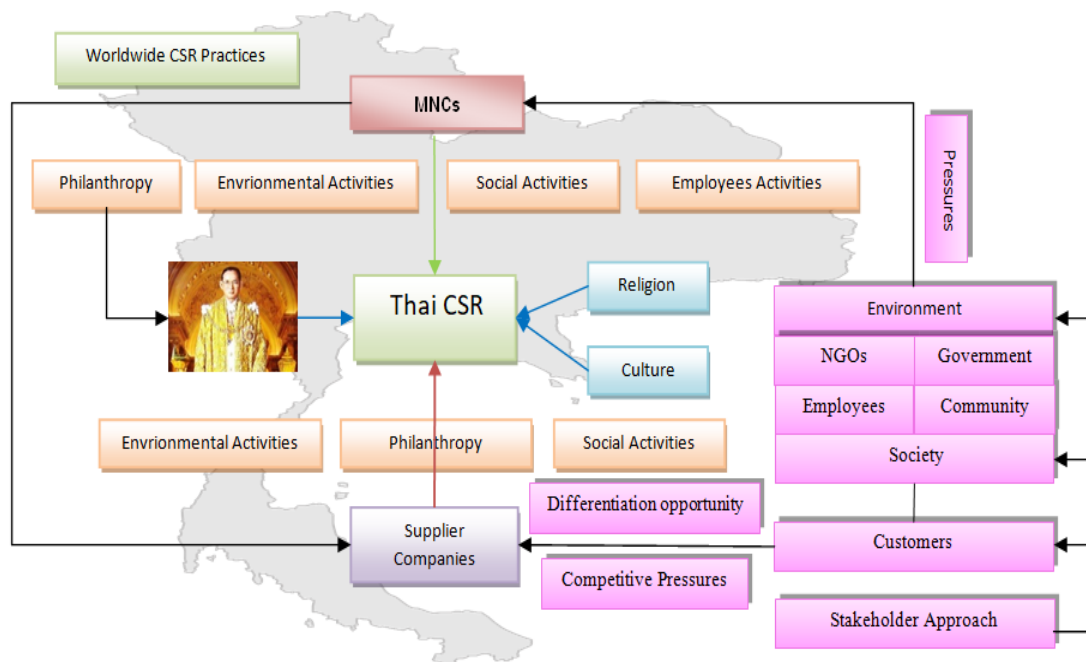
CSR and HRM is discussed in the sixth section. The final section focusses on utilization of the CSR-HRM relationship to achieve sustainable HRM.

6.2 The Understanding of CSR in the Thai Automobile Industry in Thailand

This section summarises the interpretation of the findings from the data and explores how the previous academic literature is compatible with the findings of CSR recognition in companies operating in Thailand. The model of CSR recognition is shown in Figure 6.1 and draws on the theoretical framework of the stakeholder approach. This figure highlights that the understanding of CSR of companies operates in Thailand as basically based on religion, culture and monarchy, both MNCs and supplier companies are inspired to practice CSR through philanthropic activities related to social aspects of sustainability. However, MNCs practiced CSR in a variety of ways through environment activities, social activities, and employee activities. Also, MNCs expect supplier companies to go beyond philanthropic CSR activities by providing all the support that supplier companies will ask for such as training courses. This is consistent with the study of Branco and Rodrigues (2008) stated that manufacturing companies focussed on environmental aspects of CSR, and the social aspects of CSR, including employees. This is confirmed by the results from the survey showing that MNCs focus on environmental and social issues, while supplier companies focus on competitive and differentiation opportunities. This is because MNCs and supplier companies were pressured to implement CSR from different stakeholders. The stakeholder perspective guides both MNCs and supplier companies to address CSR in terms of the external and internal stakeholders. Both external and internal stakeholders such as those relating to the group of environmental and social pressures or employees have forced MNCs implement CSR through a variety of activities. On the other hand, the customers, especially MNCs, are the main factor that forces supplier companies to implement CSR. Furthermore, in the automobile industry, MNCs take an

important role in compelling and leading local companies in the worldwide implementation of CSR practices, especially environmental issues through the supply chain system.

Figure 6.1: CSR Understanding in Thailand



Source: Author, 16 July 2019.

Previous academic research (e.g. Bowen, 1953, Frederick, 1960; Carroll, 1979, 1991; Elkinton, 1997; WBCSD, 2000; Garriga and Mele', 2004; Campbell, 2007; Dahlsrud, 2008; Ludescher and Mahsud, 2010; Werther and Chandler, 2011) has been identified by various terms, dimensions and activities, and these are useful to enable organisations to screen for the particular elements of CSR that they would like to implement. CSR has been identified as the action of companies taking responsibility for their impact on society (European Commission, 2011). This is associated with responsible practice, and is a process of corporate social responsiveness to the outcomes of corporate behaviour, including impacts, policies and programmes (Elkington, 2004; BSR, 2012 Carroll, 2008, 1979, 1991). This study follows the definition offered by the World Business Council for Sustainable Development (WBCSD) (2000, p8):

"CSR is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large". The results were observed that companies used a variety terminology for CSR. The scope and applications of CSR of supply chain companies in this study were focused on philanthropy rather than improving the quality of life of the workforce and their families, the local community and society, especially in supplier companies. In contrast, MNCs have significance due to the nature of their CSR practices. It can be said that the way some MNCs perceive environmental, social and employee issues affects their CSR practices. This also highlights that some MNCs, especially car manufacturers, have made a transition in integrating CSR with environmental concerns into corporate strategy. According to the survey and interview results, MNC strategies aimed to lessen the environmental problem through their operations across supply chain management. As Martinuzzi *et al.* (2011) stated, the operations and product lifecycles of manufacturers might adversely affect environmental stewardship. Furthermore, the results of this study noted that MNCs pay greater attention to social issues such as education and the well-being of Thais than supplier companies. For example, these MNCs launched road safety training centres to educate Thai drivers about driving regulations and laws. These MNCs also had implemented some CSR concepts relating to employees, such as diversity, quality and fairness. Some also suggested they collaborate with labour unions according to their practice of CSR activities.

According to the stakeholder perspective, the MNCs and supplier companies addressed the important stakeholders differently. The findings reported that MNCs emphasised both internal (employee) and external (community, government, NGOs, society and environment) stakeholders. In accordance with these stakeholders MNCs were expected to address ethical and responsible behaviour from the CSR

perspective. On the other hand, the reasons for supplier companies to implement CSR are because CSR can create differentiation opportunities and gain competitive advantage these reasons are linked to the external stakeholder as customer. The most important stakeholder for supplier companies was the customers, especially, MNCs which forced supplier companies to become involved in CSR due to the impact of the supply chain system. Thus, the conceptual literature often advocates that MNCs can drive CSR in supplier companies (D'heur, 2015; McCarthy, L. and Marshall, D. 2015; Patacconi, G. and Weisert, N., 2013; Mangan and *et al.*, 2012). This links to the way supplier companies determine the scope of CSR in term of external stakeholders (customers), while CSR may not be associated with internal stakeholders (employees). While MNCs consider both stakeholders, the findings indicated that MNCs have a specific CSR framework for each stakeholder. Hence, the way companies react to their stakeholders strongly depends on the motivations for CSR implementation. The motivations for CSR implementation are outlined in the next section. It is important to see how the MNCs and supplier companies indicated their stakeholders that are connected to how these companies practice and understand CSR.

In particular, when compared to the empirical findings of the data analysis, it is evident that there are divergent understandings of CSR. There were many terms that participants used instead of "CSR", such as "sustainability", "corporate citizenship", "corporate governance", and "ethics". These companies often understand CSR by saying that CSR has the same meaning as sustainability and corporate citizenship. These findings are consistent with those of Russell (2010); Whitehouse (2006); Muller (2006); and Szekely and Knirsch (2005), which all show that business leaders often use these terms in place of "CSR". This contrast with the study of Behringer and Szegedi (2016) that shows the concepts of CSR and sustainability were separated for a long time.

The findings of this study confirm that almost all suppliers as SMEs and smaller tier 2 and 3 companies in the automobile industry demonstrated an understanding of CSR that can be characterised principally as highly personalised and simplistic, which was, at times, emphasised only through philanthropy. It can be argued that corporate philanthropy, employee volunteerism, and community services were the most usual forms of CSR activities (Prayukvong & Olsen, 2009). CSR philanthropic activity as traditional CSR concept comprises the behaviour of spending financial or other resources to help resolve environmental and social issues, especially through the means of charity to religion and NGOs. For example, if a supplier company has stated its CSR on its website, the CSR may only be philanthropic activities and may not be embedded within HRM practices. This shows a lack of knowledge and awareness of corporate social responsibility, especially in supplier companies, as suggested by the Russell study (2010). However, the most important issue is that MNCs are often managed by people who might have access to or knowledge of CSR and related academic concepts. The results of this research, are in line with Russell's view (2010), which suggests that companies with different characteristics to MNCs and supplier companies may exhibit different levels of CSR understanding and involvement. According to the literature review, the theories suggested that companies might respond to CSR in different ways, depending on company characteristics such as company size and ownership (Hofler, 2010; Macdonald, 1995; Haveman, 1993; Boeker, 1991; Quinn, 1985; Kaufman, 1971). For example, evidence from the interviews reveals that MNCs were more knowledgeable and involved with CSR concepts than supplier companies. However, as highlighted in the results, CSR involvement by both MNCs and supplier companies related to external factors such as environmental issues and the local community rather than addressing CSR for employees. This point is further developed below.

CSR in Thailand is thus far a voluntary concept and no public regulations exist that oblige companies to comply with ideas about how to conduct CSR, except for member companies on the Stock Exchange of Thailand. However, CSR is often related to the conflicts between a company and society and can often affect a company's reputation (Torres *et al.*, 2012). The results of this study shows that the decision to implement CSR practices, including the purpose of enhancing their public image, is dependent on each company acknowledging, understanding, and integrating CSR into their business practices. Additionally, the concept of CSR is still not mainstream in many countries, such as Thailand and in many cases it has yet to be promoted heavily by local media and academic institutions. Thus, it is unsurprising that many companies still stick to the old meaning of CSR as it relates to charity and donations and have yet to take the necessary steps to find out more about it. As, this study found, CSR of supplier companies is still viewed and practised in terms of philanthropy. On the other hand, MNCs' practices in this study showed that CSR is practised in terms beyond solely those of philanthropy. MNCs with structured CSR departments verified responsiveness to all operational levels and features of CSR and used the term "CSR" similar to the modern meaning of CSR which does not focus solely on philanthropic activities. The modern meaning of CSR focuses on improving the quality of life of the workforce and their families, the local community and society (WBCSD, 2000). This is because the HRM data from MNCs highlights that the CSR practices implemented concerning the employees should be of greater benefit to society and the environment than the company engaging in philanthropy. The literature shows that CSR nowadays is considered a resolution process for social problems for which an organisation should take responsibility. This includes economic, legal, ethical, and discretionary problems (Dahlsrud 2008; Carroll, 2008; Barry, 2000; Carroll, 1979). Moreover, the themes of CSR include human rights, reporting and disclosure, climate change, issues affecting small businesses,

socially-responsible investment, education, and public procurement. As the empirical evidence from Fombrun and Shanley's study (1990) suggests, the more a company is involved with social wellbeing the better its reputation will be. Thus, this research has demonstrated the impact and knowledge of CSR, which can go beyond the philanthropic concept and be dissipated along the supply chain companies. This is supported by the results of this study that reveal MNCs attempt to encourage and push supplier companies to address CSR activities relating to environmental and social practices rather than the philanthropic concept. The evidence from interviews also confirms that MNCs provide knowledge and professional team to help supplier companies improve their manufacturing and employees until they have a good production process that does not harm the environment or society. Moreover, this includes CSR relating to employee practices as important CSR activities which MNCs support supplier companies in implementing. However, MNCs have not seriously forced supplier companies to practice CSR beyond charity activities.

Thus far, it seems that the popularity of the practice of philanthropy as CSR in developing countries is driven by serious socioeconomic pressures on companies to recognise CSR in economic and social terms, such as poverty relief, healthcare and education (Amaeshi *et al.*, 2006). Also, two more factors in the areas of religion and culture have led to the practice of CSR in Thailand being mainly concerned with philanthropic endeavours. The findings also confirm that companies prefer to "make merit" by giving donations to temples, religion charities, communities, hospitals, schools, NGOs, and government organisations, such as orphanages and royal project organisations based on culture and religion. This is consistent with the CSR literature (Dusuki *et al.*, 2008; Angelidis and Ibranhim, 2004; Conroy and Emerson, 2004; Vichit-Vadakan, 2002) that suggests that religion and culture can strongly influence CSR, especially the execution of philanthropic activities through an individual's beliefs. In Thailand,

Buddhism encourages people to “make merit”, which is usually done through acts of philanthropy, charity, sponsorship, and volunteering. This also links to the concept of “*hen-jai*”, whereby a company focuses on other people who might be in trouble, perhaps economically or socially, and voluntarily offers help to these people without the expectation of anything in return. Simply put, it can be seen as showing kind-heartedness, care and concern for the well-being of others. However, social context has the biggest impact on CSR practices in Thailand, especially religion (Prayukvong and Olsen, 2009). Of the Thai population, 94.6% are Buddhist, a major faith that focuses on enlightenment and the cycles of the birth and rebirth of each individual (Brammer *et al.*, 2006). This impels the individual to make merit, which is usually done through philanthropy, charity, sponsoring, volunteering, or sharing (Vichit-Vadakan, 2002). The result of a low level of involvement of CSR relates to philanthropy where supply chain companies prefer to perform CSR in a certain way; however, MNCs practices perform more sophisticated CSR. This is discussed in further sections.

CSR definitions have lately expanded as many companies have become more concerned with corporate philanthropy and community relations that help companies increase their profits and enhance their public image (Rahman, 2011; Matten and Moon, 2008; Johnson, 1971; Heald, 1970). This is because community relations can help organisations increase their profit (Rahman, 2011, Johnson, 1971, Heald, 1970) and maintain an excellent relationship with society. The findings of the study showed that some supply chain companies and MNCs believed in the corporate citizenship concept by practicing philanthropic activities to reduce the pressures from stakeholders who affect and are affected by the company. Consequently, Thai people and companies uphold and value their public image (Komin, 1990; Chiprasit, 2013). This has led both MNCs and supplier companies to implement and practice CSR to improve their reputation through philanthropy. This pattern has not only occurred in

Thailand, but has also emerged in other ASEAN countries where CSR is in the early stages of development and influenced by religion (Tran *et al.*, 2015; Mukherjee and Chaturvedi, 2014; Chrisite and Hanlon, 2014; Pimpa, 2013; Waagstein, 2010) and local culture (Trang and Yekini, 2014; Andy and Mustapha, 2013; Lu *et al.*, 2013; Nierras, 2012; Hamm, 2012; Hieu, 2011; Hasibuan-Sedyono, 2005).

In Thailand, when companies have carried out CSR philanthropy, they will often make these activities public via their own websites, newsletters, or television advertisements to show to the customers that they are responsible citizens. This is consistent with Mohr *et al.*'s study (2001) that showed that customers are likely to boycott irresponsible companies, suggesting that, in some cases, companies are taking pre-emptive steps to establish a relationship of trust with consumers. As emphasised by the Economist, 2008 and Mohr *et al.*, 2001, this is the main reason why organisations work hard on CSR and are quick to promote it, because they are likely to protect their reputations and to maintain the external business environment in which they compete. According to the empirical results in the previous chapter participating companies still consistently focus on economic and environmental value. The CEOs of supply chain companies emphasised that CSR can help them develop their company reputations and increase profits and performance. This is because supplier companies need to survive in the business environment, and investor pressure companies to gain more profit by impressing customers such as MNCs. This study's results show that the supply chain will become an influencing factor that forces supplier companies to implement CSR. MNCs, especially companies in tier 1 which are the manufacturers, play a key role in expanding and developing CSR. As increasing competitiveness in the domestic market has forced many MNCs to expand their business to other developing countries (Acevedo and Tan, 2010). Given that the legal and ethical responsibility imperatives can often be weak; there may be insufficient pressure on financially pressed companies to

find a way to contribute to CSR practices (Jamali, 2014). As Morgera (2009) point out that weak local standards and governmental regulations of host countries may be free company from responsibility. This is consistent with the results of this study that MNCs headquarters have forced their operations in Thailand to address CSR issues in corporate strategy. This is because external factors such as environmental standards, government, public image and ethical considerations at headquarters and international regulations and standards such as ISO have forced MNCs to address CSR, especially environmental issues in their host countries (Moghaddam and Zare, 2017; Morgera, 2009). Thus, MNCs in this study focus more on expanding CSR concepts across the supply chain system. This is consistent with the research of D'heur (2015), who showed that the social and global obtaining of CSR supply chain benefits has improved national laws and international standards, reducing environmental problems, improving social welfare, solving societal problems, and eliminating corruption. However, supplier participants might avoid compliance with some of these standards, regulations and social pressures by identifying the implementation of CSR as the pursuit of philanthropic activities

It can be argued that these companies that focus narrowly on economics follow the stages of the CSR pyramid (Carroll, 1991) – consisting of economic, legal, ethical and philanthropic responsibilities; however, companies achieving the first stage do not claim that they were implementing CSR practices in terms of the CSR concept (Matten and Moon, 2008). The supplier companies whose financial performances are weak are less likely to engage in socially responsible behaviour (Viseer, 2008; Campbell, 2007) because they have to focus on survival as a first priority. As has been seen already, many supplier companies implement CSR policies due to economic responsibilities, and also by taking part in philanthropic activities to maintain their profits and competitive position. The legal and ethical responsibilities are also worth considering. This links to the CSR pyramid for developing countries

where, as stated by Visser (2008), CSR is often connected with philanthropy because of the religion, culture and norms, and there is often a strong degree of pressure that forces companies to participate in CSR. This research highlighted that the majority of supplier companies in the automobile industry in Thailand focus on CSR because of the economic responsibilities connected to MNC pressures as important stakeholders. Thus, many supplier companies have been forced to implement CSR by MNCs but not by law. Based on culture and religion factors these supplier companies have selected philanthropy activities to express their responsibility to society and the environment. This is because legal and ethical awareness have not been emphasised in the country and this has resulted in the nation's companies, especially supplier companies, not paying attention to CSR activities. The literature suggested new trends in of CSR practice with increasing concerns towards environmental and social interrelationships, ethical behaviour, and volunteering (Behringer and Szegedi, 2016) by practicing CSR codes, standards and guidelines, such as the UN Global Compact, ISO 26000, SA 8000. These new trends show that CSR is becoming institutionalised in global society and is being disseminated to companies through the above standards. These standards act as guidelines, helping companies perform in socially and legally responsible ways (Thoenig, 2011; Amenta and Ramsey, 2010; Greenwood *et al.*, 2008). However, this study indicated that MNCs have not seriously set the requirements or standards to evaluate supplier company practices as regards CSR. Moreover, there are currently no specific regulations forcing the company to adopt these standards. Thus, supplier companies still relieve these MNC pressures by practicing CSR through charity activities to gain more economic benefits from MNCs. This conforms to this study that show some supplier companies point to CSR, especially in ecological issues, as a way to find and create new opportunities in the business market with MNCs. On the other hand, some MNCs did not want to engage in CSR at a socially

responsible behaviour level and stated that they considered CSR as a sunk cost. This conforms with the findings of Aupperle, Carroll and Hatfield's study (1985) that showed CSR did not relate to profitability. It is possible that in this study these CEOs were not motivated to implement CSR. However, they cannot avoid implementing CSR because of the influence of strong environmental concerns, public image and ethical considerations. It can be seen from this study that MNC participants also recognised ecological protection groups as one source of pressure influencing a company's operations and implementation of CSR. As environmental protection and environmental sustainability are becoming increasingly important factors in the minds of the public, there has been significant growth in the establishment of environmental protection groups, which have been increasingly established as pressure groups since the World Commission on Environment and Development Report (Brundtland Report, 1997) was published. This report pointed out that companies must become more socially responsible in their operations, further influencing companies to commit to CSR (Tiwari, 2010; Mazurkiewicz, nd), as can clearly be seen in countries such as Singapore. This goes some length towards explaining why some companies and governments take action on CSR along ethical, social and moral grounds towards social problems, and this trend is growing through environmental projects and community projects without being based on religion intention (Shergold; 2009; Sriamesh *et al.*, 2007). In summary, it has been shown from this discussion that the development of CSR has been obstructed; the emphasis on religion in turn places an emphasis on philanthropy and there in turn upon soft regulation which prevents the penetration of CSR implementation down the supply chain from CSR implementation. The link between the philanthropic concept and soft regulations means supply chain companies, whose operations create a risk to society and the environment, should continue to incorporate CSR priorities as their social and environmental dimensions (Branco and Rodrigues, 2008) rather than focus on charity to

religion. In contrast, soft regulations on social and environmental dimensions mean these supplier companies use charitable activities to reflect their responsibility for society and the environment. In Thailand, aside from religion donations, both MNCs and supplier companies also provide charity to royal family projects as CSR activities as traditional CSR concept (Rahman; 2011; Carrole, 1991; Murphy; 1978; Heald, 1957).

The most evident impact on the reputation of a company which practises philanthropic CSR relates to increasing brand awareness by satisfying the requirements of various stakeholders (Freeman, 1984; Fombrun, 1996). This is because Thai companies often interpret CSR in a way that fits with Thai society, complying with local social expectations. As viewed through the organisation learning theory perspective (Lampel *et al.*, 2009), this experience has led to a homogenised (Haunschild and Sullivan, 2002) and static interpretation of the meaning of CSR on the part of companies in Thailand (Carley and Lin, 1997). Thai companies practice CSR through charity and donations to temples because Thai people according to their culture and Buddhism are taught to make merit (charity to monks). Thus, many supplier companies believe that charity to temples constitutes a CSR activity. Satisfaction with the results of this current form of CSR practice has led to stagnation in the understanding and practice of the other advanced concepts of CSR. Indeed, many researchers have found that the development of CSR policy has similarly stagnated in other ASEAN member countries, which have also primarily practised CSR through the ideas of philanthropic activities based on religion and culture for the same reasons as in Thailand (Tran *et al.*, 2015; Trang and Yekini, 2014; Mukherjee, 2014; Chrisite and Hanlon, 2014; Sarmiento, 2014). Finding indicates that religion can under certain circumstances stifle a sophisticated approach to CSR. This study, however, suggests a more complex set of outcomes. It found that the Buddhist religion encourages philanthropy more than implementing CSR within the

supply chain company's operations. Moreover, the secondary data showed that many companies stated that they practices CSR through philanthropic activities on their website. This shows that philanthropic activities are common CSR practices for automobile companies in Thailand. On the other hand, MNCs practiced CSR through their employees by improving employee well-being more than the supplier companies did. MNCs provided many facilities and activities such as sport centres, education and scholarships, and health insurance, etc. for their employees and their families to help their employees have good working conditions and work-life balance.

In addition, Thailand has a constitutional monarchy and parliamentary democracy. Thai people respect and love His Majesty King Bhumibol Adulyadej as their father who served the country for more than seventy years (Kanchanapisek Network, 1999). More than 4,000 projects of various types and activities were established throughout the country, such as education and training projects, environmental quality improvements, and wastewater improvements, agricultural development, Royal Rain (Artificial rain), social development and culture, natural disaster relief and recovery, medical development, forest rehabilitation, the philosophy of the sufficiency economy and new theory (the name of the Thailand development approach attributed to His Majesty King Bhumibol Adulyadej). The King's projects were institutionalised as CSR projects, which influenced Thai people and businesses in the country. These are all projects that aim at helping Thais have a good quality of life and enabling them to help themselves – this is the sustainable development that His Majesty has attempted to establish in the country. His Majesty's ideas and projects are similar to the CSR concept that everybody should take responsibility for the economic, social and environmental circumstances in whichever way they can. Thus, it is no wonder why many MNCs and supplier companies in this study attempt to become part of His Majesty's projects instead of implementing CSR practices. It is a Thai belief that everyone should be

a good person for the King. This is because the King was a role model for Thais to do good things to each other and for the country (Prayukvong and Olsen, 2009). Thus, participation in the Royal Project not only contributes to social responsibility but also creates better images for companies as well. This encourages companies that are located in Thailand to attempt to become involved with His Majesty's projects as they practise CSR. This is consistent with the MNC interviewees, who mentioned that they support the royal projects. Moreover, the constitutional monarch has developed an unexpected relationship with Thais, whereby His Majesty is seen as the father of the Thai people and has the duty of taking good care of his subjects. Many MNCs and some supplier companies in this study have attempted to support His Majesty's projects instead of CSR activities so as to enhance their image and reputation. These are important to encourage MNCs and supplier companies to practice CSR through philanthropy in order to be good citizen of the country. Moreover, this has made comprehension of CSR by the companies in this research area quite different from others countries. It is very important to see that CSR is linked to the monarchy which is likely to occur exclusively in Thailand.

In Thailand CSR understanding focuses on philanthropic concepts from religion and cultural perspectives. Moreover, the main objective of implementing CSR is improving company image and reputation, which presents CSR through public relations. The weakness of government and media affects the depth of knowledge and understanding of CSR, which has resulted in several companies implementing CSR poorly, and not reaching worldwide standards.

To summarise the differences between CSR understandings in the investigated companies, the finding found that the relationship between CSR and HRM is very complex. The important issue resulting from this study was that several MNCs as car manufacturers had implemented some CSR concepts related

to environment, society and employee stakeholders. Findings reveal that under these circumstances, CSR concepts were stated in corporate strategy in these MNCs. The implication of CSR standard is that MNCs and their supplier companies should be involved with CSR because of trading obligations which require CSR standards for employees. This is the simply way for companies to involve with CSR. As Sarvaiya (2014) state that the 84 indicators of the GRI reporting, out of 26 fall within the employee aspects. Thus, CSR in the workplace is being increasingly emphasised among MNCs as a part of the values of the company, in which the employer should provide the best possible workplace to build the best possible workforce, with commitment to fostering a higher-quality society (Global Reporting Initiative [GRI], 2015; Visser, 2012). The internal CSR stakeholder such as employees is acknowledged as routine HR responsibility without any linking with CSR especially for supplier companies. CSR is viewed as an idealistic concept that is difficult to practise for the supplier companies with poor financial performance. This in turn leads to complex and heterogeneous approaches to CSR implementation. Both MNCs and supplier companies in this research still practice CSR through philanthropy and other CSR activities. But why do these companies actually practice CSR? The next section builds on this question by outlining the motivations for CSR implementation.

6.3 Motivations for CSR Implementation: The Neo-Institutional Perspective of CSR in Thailand

According to Mirvins and Googins (2006), CSR is driven by either internal or external factors, because different factors affect different dimensions. This section is associated with the theoretical contribution that internal and external factors influence CSR implementation. As, the results of this research show, the majority of participants defined CSR in terms of contributing to the companies' internal and external business environmental factors and being linked to the companies' strategies to achieve their visions

and missions. This shows one way that companies make decisions on how to deal with CSR when it is relevant to their common operations and business performance. It seems to benefit companies that can manage all of these influences at the same time, with their operational processes achieving cost efficiency, especially during uncertain economic circumstances in the country. These reasons are the business drivers from which companies can secure their financial advantages (Jenkins, 2009).

Previous studies (Hohnen and Potts, 2007) indicate the influencing factors of the CSR environment (Russell, 2010) that have pressured and increased CSR implementation comprise: sustainable development, globalisation, governance, corporate sector impact, communications technology, finance, ethics, consistency and community, leadership and business tools. As evidenced in the participants' questionnaire answers, external drivers seem to be more important to companies as regards implementing CSR than internal drivers. When participants responded to questions about their views vis-à-vis in which areas there is most pressure and influence on socially responsible implementation, the majority of supplier participants specified environmental and social concerns about products and services, as well as competitive pressure, differentiation opportunities, trends in CSR pressure and export regulations. These findings are consistent with earlier investigations (Berger and Campbell, 2011; Benn and Botton, 2011; Prayukvong and Olsen, 2009) that CSR implementation is influenced by external pressures such as the supply chain management system, export regulations, customers, and NGOs. This was confirmed with the interview supplier participants, who showed that the greatest influences they took into account were social and environment pressures, external factors which affect company performance, the supply chain system, the concept of corporate citizenship, and the company's reputation. This is consistent with the identification of external drivers from sources in the

literature review (Bonini *et al.*, 2008; Hohnen and Potts, 2007; Mirvins and Googin, 2006) that reviewed all stakeholders' expectations and the influence on company operations.

The neo-institutional perspective has been employed to clarify why different companies have been inclined to understand and practice CSR in dissimilar ways (Quartey, 2015; Jamali and Naville, 2011; Amran and Nabiha, 2009; Matten and Moon, 2008; Campbell, 2007). Neo-institutional theory defines social actors as those who have the power to request companies to conform to CSR behaviours (Quartey, 2015). These institutional actions can create expectations that determine legitimate activities. The theory tends to emphasise the what, why, and how of different situations, which contributes to a view of culture affecting a company's response behaviours (Hall and Taylor, 1996). This help to develop our knowledge of how institutional stakeholders influence CSR understanding and practices among CEOs and HRM managers in the automobile industry and beyond. The different types of institutional pressures employ different degrees of influence from both external and internal institutions, depending upon the institution's power, which companies locate (Campbell, 2007) in terms of the types of CSR implementation. Thus, this makes exact CSR initiatives vary in suitability for different companies (McWilliams *et al.*, 2006).

CSR concepts have spread from MNCs which arrived in Thailand to invest in the developing country. However, this concept was not written into any corporate Acts until 2002, when only stock market rules required that listed companies demonstrate CSR activities with fifteen principles in their annual reports (The Stock Exchange of Thailand, 2013). Observations suggest that religion, culture, MNCs and governments make up the institutional logic behind CSR implementation and practice through philanthropy in the Thai automotive industry. This institutional logic is socially constructed from the

beliefs, values and rules over time that provides meaning to reality in society (Thornton and Ocasio, 1999; Friedland and Alford, 1991; Jackall, 1988).

This study used the neo-institutional theory to investigate which factors influence organisations and construct the institutions of CSR. The neo-institutional concept distinguishes the regulative, normative and cognitive dimensions of organisations. To understand a particular situation such as CSR, the neo-institutional theory reflects the particular power relationship of social actors which defines the rights and responsibilities of companies. CSR itself has become a strongly institutionalised feature of the contemporary automobile industry. Thus, the premise that companies should employ some form of responsible behaviour has developed into a legitimate requirement. This shows that organisational bodies may absorb religion principles to create structures, norms and practices (Mitroff and Denton, 1996). Moreover, caring, considerate, kind and helpful people try to understand the problems or situations of others, and often display a willingness to help them. Based on the above discussion it can be said that all religion and cultural aspects that shape CSR practices inside companies mostly focus on philanthropic activities. This is shown in the rational actions of neo-institutionalism, which explains the religion and cultural influences on external factors that shape CSR in company structures and norms. This is a normative pillar, focusing on the organisation's survival through specific facets of culture, religion and belief in uncertain CSR situations (Scott, 2014). Literature suggest that this should also be the nature of CSR implementation in other developing countries and regions as well, such as in Latin America. The norms of Thai society include a belief in karma, which is a Buddhist principle that concerns the law of cause and effect for human being (Tenzing, 1993). This is not too dissimilar from Islamic concepts of giving charity to needy people through following the Quran (Dharshi and Gaist, 2010). Another key factor driving the company to practice CSR is company reputation. The reputation of

the company is an important factor that relates to the Thai cultural of face. This attempt to avoid losing face themselves. This concept therefore was related to CSR as companies were expected to have a good image as from the perspective of the stakeholders. If the company has a bad or negative image, it means the company will lose face. Thus, many companies prefer to do something in order to save face, which means that they do it so as to avoid a negative appearing (Persons, 2008). This cultural aspect links to the results of this study which show that companies are facing rising expectations from several stakeholders, especially pressures as regards social and environmental issues. However, the company can deal with these issues to benefit company reputation by practicing CSR activities. This is because CSR activities are effectively communicated through advertisements on websites and annual reports. Behaving responsibly is very important to company reputation (Sontaite-Petkeviciene, 2015). This is where a company reflects and responds to external CSR environments outside of their control, like social and environmental issues or pressure from external organisations. This helps avoid critical consequences such as damage to the company's image (Misani, 2010). Thus, companies then construct strategies to respond to external threats and protect their image. This finding is consistent with the work of many scholars who found that the main reason why organisations work hard on CSR is the need to protect their reputations and to maintain the external business environment in which they do business (the Economist, 2008; Mohr *et al.*, 2001; Fombrun and Shanley, 1990). This research also found that MNCs still look after their image whatever if their operations did not harm the environment or society in the host country. The interviews have resulted in MNCs setting a code of conduct to ensure supplier companies practice CSR. Moreover, the evidences from the literature showed that the relationship to CSR comes through developing a reputation and brand awareness that satisfies the requirements of various stakeholders (Freeman, 1984; Fombrun, 1996). On the other hand, empirical

evidence in Fombrun and Shanley's study (1990) implies that the more a company is involved with social wellbeing the better its reputation. Some participants from MNCs did not describe the pressures of CSR as a threat, but instead that they serve to differentiate opportunities that the company can use to create a new market or to gain some advantage. Companies can even see boycotts as different opportunity strategies to create or develop and improve their products and services in order to meet market expectations by adopting some CSR practices. This would potentially provide a competitive advantage (Jenkins, 2009) for companies who implement CSR.

Neo-institutionalism focuses on collaboration between government and other organisations to conciliate conflict and social sanctions among interested groups. Responsible organisational behaviour implies the need of the organisation to respond to the external environment, such as government and legitimate organisations. As Scott (2014) mentions, this is a regulative pillar of neo-institutionalism that is used to explore the regulations and sanctioning activities by the government. This shows which laws, regulations or rules are erected by government to control how companies behave. The findings show Thailand has labour laws and customer protection laws refer to human and labour rights, and stock market-listed companies are forced to take responsibility for society in accordance with CSR principles (The Stock Exchange of Thailand, 2015). However, the law enforcement is weak, especially on social issues. This is linked to the findings of other researchers (Khavul and Bruton, 2013; Newenham, 2011; Amaeshi *et al.*, 2005; Frynas, 2005), confirming that developing countries usually have limited regulations and weak law enforcement. This is because the government does not consider CSR as important as other factors, such as economic development. Moreover, CSR is a voluntary activity that governments merely request companies to carry out. The finding reflects that MNCs can play a serious role in the development and implementation of CSR in supplier companies. Although the conceptual literature regarding MNCs and

supplier company involvement is very limited, this study has verified the commercial and financial pressures that MNCs place on CSR implementation in supplier companies. Nowadays, MNCs are increasingly focused on modern CSR in the supply chain, and this serves to expand CSR into small and medium enterprises (SMEs) (D'heur, 2015; McCarthy, L. and Marshall, D. 2015; Pataconi, G. and Weisert, N., 2013; Mangan and *et al.*, 2012). As the results from interviews of this research show the Thai government have not enacted any the laws or regulations regarding CSR; however, the MNCs have instead pressured supplier companies to practice CSR. MNCs, especially from Western countries that have allocated CSR as a priority issue, have recently been playing a major role in the promotion of CSR practices and principles (Fransen, 2012), in areas such as consumer protection, fair trade, climate change, and green marketing (Jamali, 2014). MNCs as car manufacturers in this study seem to have frequently institutionalised CSR within their structures and norms and spread it widely throughout their global operations. As evidenced by the participants, their headquarters had set up CSR guidelines and distributed these guidelines to company operation in host countries. This works because CSR needs all stakeholders in a supply chain process to become involved with it. This has made the MNCs in host countries develop CSR in the same context as the home or host countries of the MNCs (Escobar and Vredenburg, 2011; Nicholls and Opal, 2005). This is consistent with this empirical study, which shows that MNCs, such as Toyota, Honda, BMW, Tata, and Nissan, added CSR through their code of conduct, ethics, rules, norms, and practices as a theme to all stakeholders in terms of CSR implementation, especially to their supplier companies. The results of this research confirmed that MNCs forced supplier companies to implement CSR through charity and employee volunteer. However, the difficulty of implementation arises from the needs of CSR issues in the respective developing country, such as poverty, healthcare, education, and child labour, instead of the CSR priority issues in the home country.

Therefore, many MNCs in this research have adapted their practices to implement CSR in developing countries because the supply chain companies cannot afford to handle those issues on their own. However, the supply chain companies were at least made aware of the social and stakeholder expectations of their activities, based on the economic, commercial and financial pressures from MNCs; however, CSR in Thailand does not consist of other CSR practices such as reducing carbon footprints or improving labour policies, unlike in the MNC's home country, and philanthropy is used as a main CSR practice instead.

Another key neo-institutional pillar is the cultural-cognitive pillar (Scott, 2014) that underlines company culture and how it understands and reacts to the external organisational environment. This pillar is shown substantially on the company websites as presented in Table 4.6 (p.176). These findings from secondary data show that many companies expressed their reaction to CSR through CSR activities and stated it on the websites. Furthermore, the MNCs - the car manufacturers in this study - have attempted to establish CSR culture among their employees so as to encourage employees to engage in responsible behaviour. In these circumstances, the MNCs aimed for CSR to benefit the broader society. This finding suggests that responsible behaviour of employees was developed from the company in which the employees live. This is supported by Secchi (2009), who established that the community in which people live-affects people's behaviour. The identification of CSR culture in the company as a cognitive-culture pillar is a highlight of this study that may help to develop CSR practices in Thailand. This cognitive-culture implies that the company may implement CSR in various ways (Salazar *et al.*, 2012; Thompson *et al.*, 2013) to respond to each stakeholder's requirements (McGeough, 2015).

Figure 6.2 (below) shows that the perspective of the neo-institutional theory, the three mechanisms of coercive, normative, and mimetic isomorphism pressure companies into implementing CSR (Bondy *et al.*, 2012; DiMaggio and Powell, 1991). According to coercive isomorphism suggests companies carry out CSR through regulations and laws or external agents both governmental and non-governmental pressure organisations to engage in CSR (Bondy *et al.*, 2012). For example, international organisations such as United Nations (UN), and Organisation for Economic Cooperation and Development (OECD) have tried to accomplish some degree of the CSR context in terms of regulations, maximising profits for shareholders, social and organisational norms, cultures and trade barriers. However, Thai government and media are not as yet concerned as much about environmental and social problems. This coercive isomorphism suggests Thai government should have a higher duty to resolve these problems than other organisations (Buriyameathagul, 2013). Coercive isomorphism asserts that the companies implement CSR because of the government, non-governmental agents or activists erecting norms, rules, and regulations which force a company to apply CSR. The authorities use trade barriers or boycotts and media campaigns as terms of punishment. Export regulations from the empirical results (Campbell, 2007; McWilliams *et al.*, 2006; Kostova and Zaheer, 1999; Rosenzweig and Singh, 1991) showed that many countries use CSR implementations as a trade barrier. The neo-institutional theory considers the CSR of companies to be more strongly defined by laws and government (Matten and Moon, 2008). This result differs from the institutional CSR of developed countries such as the UK and USA. As highlighted, CSR in this study was formed and then institutionalised in society by culture and religion, which forced MNCs and supplier companies to implement CSR. The findings of this study reveal that the government and NGOs have been weak resulting in a lack of enforcement of the law and regulations regarding CSR. However, CSR is highly correlated with the traditional culture and religion of the country. This

contrasts with the neo-institutionalism perspective, which argues that organisations will only contribute to socially responsible behaviour if they are forced to by the government. Thus, the organisation is required to fulfil and identify the CSR situation factors that implicate them (Melé 2008; Donaldson and Dunfee, 1994). Even though the government is not ensuring companies adopt CSR effectively, multinational companies (MNCs) are beginning to apply major pressure to take action on CSR, in lieu of the government. By being “institutionalised in society” (Muller-Camen and Elsik, 2015, p552), MNCs are shaped so as to regulate responsible supplier company behaviour, whereby supplier companies perform in socially and legally responsible ways (Thoenig, 2011; Amenta and Ramsey, 2010; Greenwood *et al.*, 2008). The companies contribute to socially responsible behaviour because they are forced to by regulations, or by attempting to maximise profits for shareholders, or by social and organisational norms and cultures (Bondy *et al.*, 2012; Melé 2008; Donaldson and Dunfee, 1994). This links to the social licence to operate of MNCs whereby companies are expected to behave responsibly. This means MNCs were evaluated by society and the local community to behave through responsible actions. Thus, MNCs in this research carry on CSR activities especially on environmental, social, sustainable and employee activities to gain the rights to operate from society and the local community. Besides, MNCs also re-examine their supply chains which must not harm any stakeholders (Pimpa *et al.*, 2014). This is a reason that MNCs in this study have asked supplier companies to implement CSR. This is the way that MNCs try to accomplish some degree of perspective of the CSR context they face. The important territory key issue resulting from this study was that the Thai government takes a leading action on CSR activities beyond philanthropic activities. In order to create social licence, the government should encourage companies to first commit responsible actions and then the right behaviour.

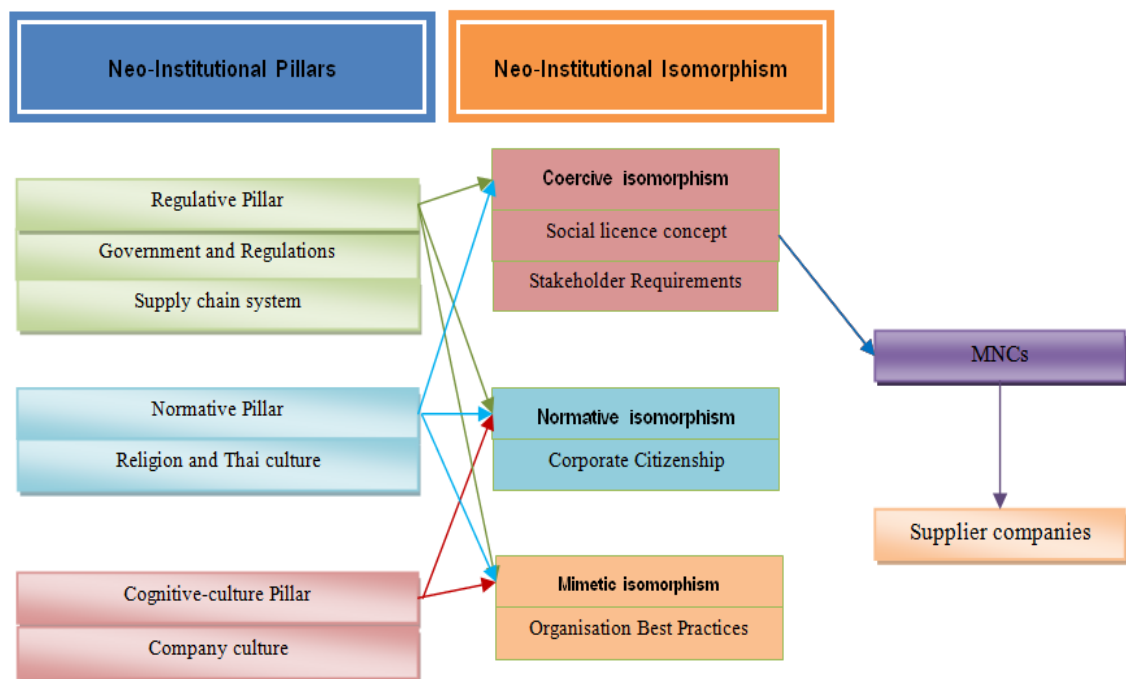
Furthermore, normative isomorphism is the pattern of norms in society which requires companies to implement CSR. These patterns are employed by professional scholars (Maignan and Ferrell, 2000) and encompass ideas such as the corporate citizenship concept, which was also mentioned by the participants. This means companies are evaluated by the community and society as regards responsible behaviour. Responsible behaviour such as social and environmental concerns, sustainability (Benn and Bolton, 2011; Prayukvong and Olsen, 2009) were established as norms of society which require the commitment of the company. This concept sets the norm that companies should take responsibility for all of their actions in order to be a good member of each society in which the company operates, beyond that required by law (Manville and Ober, 2003; Luo and Bhanattacharya, 2006; Lin *et al.*, 2010; Siegel and Vitaliano, 2007).

Mimetic isomorphism is a description of cases in which CSR best practices are imposed as norms by a majority of organisations which have already applied CSR. The mimetic isomorphic perspective suggests pressure from competitors forces organisations to identify CSR activities, track their competitors, and ultimately imitate them. Thus, organisations copy other organisations' best practices when implementing CSR. Thus, supplier companies are expected to follow the best practices in similar situations.

However, the participants at supplier companies mentioned that if they attempted to practice CSR it would not work well due to financial constraints. This is because best practices in Thailand have largely been formed by MNCs, which make use of large budgets that small companies cannot match. However, the smaller companies usually picked up on philanthropy as a way to practice CSR. Consistent with the results of Mohr *et al.* (2001), customers and society are likely to boycott

irresponsible companies, and this leads one to believe that organisations would like to practice CSR to show the public that their products are ethically sound (Berger and Campbell, 2011) and have the rights to do business in the country. The findings of this section are significant in their contribution to the factors influencing CSR implementation, namely, government and regulations, supply chain system, religion and culture, and company culture. This differs from the main drivers such as social and environmental pressures, economic pressures, and stakeholders requirements that influence company recognition of CSR.

Figure 6.2: Key Motivational Factors



Source: Author, 16 July 2019.

In summary, the Figure 6.2 (above) presents an integration of the empirical results and previous published literature on how the neo-institutional theory analysis contributes to this study and its area of knowledge. The results from this study addressed CSR as in Thai companies: government and

regulations, environmental and social concerns, company reputation, competitive advantage, NGOs which are macro factors that influence on CSR engagement of companies. While the empirical finding shows the meso factor which is supply chain system impact on the company engage in CSR. In other word, MNCs have influenced CSR implementation in supplier companies. This is because the government and communities in the studied country were not strong enough to enforce companies to practice CSR. These pressures were identified and categorised into three pillars of neo-institutional theory as normative, regulative and cognitive pillars. The normative pillar is the process in which the motivation factors such as stakeholder expectations, company reputation were constructed as the norms and culture of society that affect the company implementing CSR. The regulative pillar is linked to these motivations in that the government and supply chain system have considered and constructed them as regulations, laws, and standards. The cognitive-culture pillar is company culture that responds to CSR as external environment. These motivation factors are linked to the ways that companies react and respond to them which can be explained according to institutional-isomorphism. Coercive isomorphism is the environment and social concerns constructed as regulations and social licence by government, legislature and supply chain system and applied to MNCs and supplier companies to work through CSR activities. Normative isomorphism is the way that a culture of a society was constructed as the norms of society based on the concept of corporate citizenship and affecting both MNCs and supplier companies in their practice of CSR as a good member of society. Mimetic isomorphism is linked to the best practices of MNCs that were used and applied in other companies, especially supplier companies. The discussion above draws on the theoretical framework of neo-institutional theory that can explain the motivation factors influencing CSR implementation.

6.4 The CSR Strategy

Motivation factors such as CSR, environmental and social pressures, company image, supply chain management, competitive advantage, regulations and corporate citizenship concept, influence CSR implementation. This section studies how the companies set their strategies to respond to these motivations and pressures. Moving on to consider the strategy, the long-term direction of organisations is an important element of shaping an organisation's future (Johnson, Whittington, and Scholes, 2011). This is a way in which companies make decisions on how to deal with stakeholders in the future (McVea and Freeman, 2005). Thus, it can be seen that CSR strategy can be divided into two categories: CSR strategy at MNCs or large companies, and supplier companies or local companies, as the empirical results show that these company types might implement CSR in different ways. According to previous researchers (Shah *et al.*, 2012; Upadhyay, 2007; Dawar and Frost, 1999), MNC strategies are global strategies, which are highly independent, and combine the areas of global products, structure, management, responsiveness and efficiency. MNCs retain enough power for their strong position in other countries, especially poorer developing nations (Upadhyay, 2007), and establishing operations in developing countries brings with it lower tariff barriers and permits foreign investments. These factors attract MNCs to establish a presence in these countries, and this then makes their position stronger than other companies.

On the other hand, supplier companies noted in the interviews that they have to adapt their strategies by following the MNCs in order to survive in the global market and to obtain commercially advantageous technologies, management systems, financial resources, and operation systems. supplier companies in developing countries have more limited resources than MNCs, not least in terms

of financial resources, technologies, management systems and knowledge. Thus, MNCs can be both competitors and a company's partner, and this can aid or hinder supplier companies which depend on the strategies that they use when dealing with MNCs (Bhattacharya and Michael, 2008).

However, there are small, explicit theories that separate global and local CSR strategies (Hunted and Allen, 2006); institutional isomorphism posits that CSR strategies are a consequence of organisational patterning. This means that strong MNC CSR strategies from their origin countries might affect supplier practices (Geppert and Williams, 2006). These strategies are showcased on their websites, and other official promotional materials, and they have spread them to their host and supplier companies around the world. However, these different locations might locally practice CSR on other terms that are possibly based on sociology, economics, or the politics of each respective country. Moreover, the supply chain strategy of MNCs also influences CSR strategies in supplier companies, which we will explore in the next section.

If CEOs agree to commit to CSR then their companies will implement it. Moreover, the interviews confirmed that MNCs' CSR strategies also influenced supplier companies to integrate CSR into their strategies, as shown by Geppert and Williams (2006). MNCs often impact many company practices, wherever they are located.

Burke and Logsdon (1996) divided corporate social responsibility strategy into five dimensions: centrality, specificity, proactivity, voluntarism, and visibility. The observed companies in this study showed that the majority of CSR strategies operated within the visibility stage, where CSR is observed and recognised by internal and external stakeholders, and where CSR was considered to most benefit the organisation from its societal engagement (Bhattacharyya, 2008; Weber, 2007). This shows that

these companies commit lightly to CSR in strategy (Clarkson *et al.*, 2011; Papaleo and Beeton, nd). In contrast, a minority of investigated companies stated that their CSR strategies were central to the organisation, and that they had integrated CSR into their core mission and objectives. These companies were all either MNCs or large local companies. They conducted a proactive CSR strategy, where a company commits to more than what is socially required. This shows that these companies are seriously committed to CSR in their strategy (Clarkson *et al.*, 2011; Papaleo and Beeton, nd). The discussion above contribute to theoretical theme that how does companies implement CSR in strategy. Thus, it is important to reiterate that companies which would implement CSR should place CSR into their strategies to ensure that all people in the company commit to CSR. This is based on the findings of this study showing that MNCs, which successfully implemented CSR applied CSR within their strategy.

6.5 Benefits and Obstacles to CSR Implementation

CSR benefits have been described in theoretical and practical investigations, and have huge positive outcomes that benefit not only an organisation (IISD, 2012; Government of Canada, 2012; Inoue *et al.*, 2011; Preuss, 2011; Mobus, 2012; Sangle, 2010; Prayukvong and Olsen, 2009; McCann, 2008), but also the environment (IISD, 2012; Farrar, 2009; Lyon *et al.*, 2008; McWilliams *et al.*, 2006; Epstein and Roy, 2001). This is aligned with the findings of this research in the previous chapter, which show that CSR benefits the environment, community development, and the competitive advantages of the company. The participants in this research suggested that environmental benefits can be defined as a reduction of environment problems. The societal and community benefits improve public welfare and the quality of life of members of society. The competitive advantages of the company might also constitute an enormous number of drivers or motivations as to why an organisation would implement

CSR. This CSR implementation will help supplier companies compete with other chains. If supplier company engage in responsible behaviour, many customers such as car manufacturers will buy from this company instead of from other chains. This is confirmed by the previous section in which MNCs planned to implement CSR across their supply chain system.

On the other hand, obstacles to CSR implementation can be described theoretically as a lack of capacity and resources to organise CSR systems, lack of knowledge and awareness of what constitutes corporate social responsibility, lack of investment and budget in socially responsible activities, and lack of human resources and inefficient management systems. (Patacconi and Weisert, 2013; Nam, 2013). The empirical evidence from interviews on the supplier companies reveals that lack of time and lack of employee motivation are also important factors. The lack of human resource departments is also mentioned by both the theoretical (Russell, 2010; Bhandarkar and Alvarez-Rivero, 2007) and the empirical findings. The results of interviews showed that MNCs which are implementing CSR into their strategies gain real and tangible benefits and offset the costs. This positively impacts employees, customers, the environment, and communities which offer several business opportunities for the companies to enhance sale volumes and profits, improve company image, reduce company risks, and especially improve the management of the supply chain relationship. However, the main limitations such as the lack of HRM department, employee engagement, financial resources, time, and lack of understanding of CSR knowledge could impact supplier companies not aware of CSR. The lack of understanding of CSR knowledge links to limited CSR practices such as supplier companies usually practicing charity activities. However, the supplier company can implement CSR practices in a variety of ways without incurring much more cost such as by implementing CSR with their employees. The research concludes that reducing the environmental effects is the preferred benefit and reason for

MNCs which operate in automobile industry in Thailand. The key benefit if the supplier company implements CSR is that it can compete with other supply chain companies because its customers, especially car manufacturers, prefer to do business with responsible companies. The next section presents the HR roles are dominant in CSR and answer the question, what are the roles that HRM plays in CSR for companies operating in Thailand?

6.6 The Relationship between CSR and HRM

The previous sections discussed how CSR understood in the automobile industry. CSR is an important factor, which MNCs force companies in their supply chains to practice. The results from this study showed the HRM department has the responsibility to practice CSR in its functions and other departments. The relationship between CSR and HRM is discussed in chapter 5, by examining how CSR is relevant to HRM practices. Thus, this section contributes to theory as to what internal and external factors influence the relationship between CSR and HRM and how CSR is implemented in HRM practices. The stakeholder and neo-institutional theories were applied to explain the relationship. This section summarises the CSR implications for HRM practice and how the stakeholder approach is companionable with the findings. Stakeholder theory is based on corporate effects, and corporate rights (Greenwood and Cieri, 2005), with companies responsible for the effects of their actions on others and that they may not disrupt the legitimate rights of others to define their own prospect (Evan and Freeman, 2004). The implication is that the company must treat its stakeholders as rational human beings with rights to seek their own advantages without ineligible intervention. The issue of which individuals or groups are recognised as company stakeholders is important. From a theoretical point of view, stakeholder identification comprises any individual or group that can affect or is affected by the

company (Miles and Friedman, 2003; Freeman, 1984). Stakeholder theory offers the ability to explain the CSR-HRM relationship as a moral relationship and the employee as a “moral claimant” of the company (Greenwood and Cieri, 2005, p.12). In line with Cohen (2010), the stakeholder theory guide companies to consider the ethical and moral issues of employees, hence CSR should have some implications for HRM practices. Employees are identified as stakeholders in the organisation, and from the company’s view employees are considered highly salient and have significant influence on the company. It is noteworthy that the literature review (Voegtlin and Greenwood, 2016; Jamali *et al.*, 2015; Stone and Deadrick, 2015; Berber *et al.*, 2014; Morgeson *et al.*, 2013; Bučiūnienė and Kazlauskaitė, 2012; Cooke and He, 2010) addressed the employees as the most important internal CSR stakeholder. More specifically, CSR and HRM as concepts overlap and link, especially in terms of stakeholders and organisational strategy (Voegtlin and Greenwood, 2016; Cooke and He, 2010). The important intersection between the stakeholders of CSR and HRM are the employees (Cleveland *et al.*, 2015; Mariappanadar, 2014; Dupont *et al.*, 2013; Martinez Lucio and Stuart, 2011; Preuss *et al.*, 2009). However, Maon *et al.* (2010) and Zu and Song (2009) suggest that the stage of CSR development may determine the scope and application of CSR in different levels. This is confirmed by evidence from the interviews of this study. When many supplier companies are in the initial stages of CSR development, external stakeholders are likely to be the priority. On the other hand, as MNCs are in the higher stages of CSR development, both external and internal stakeholders are likely to be of highest importance. The findings of supplier companies in this study confirm that philanthropic activities and local community activities were seen as dominant in CSR practices rather than addressing CSR issues for employees. In this case, as highlighted in the findings, MNCs embedded CSR within corporate strategy and may well implement CSR within their HRM practices. In line with the Mason and Simmons view (2011), in the high

stage, CSR can be implemented with HRM and enable responsible HRM. Thus, it can be said that MNCs due to the relationship between CSR and HRM practices, can demonstrate best practices as successful organisations in implementing CSR in HRM practices.

According to the literature review (e.g. Banfield and Kay, 2012; Armstrong, 2012; Cohen, 2011; Boxall *et al.*, 2010; Ulrich *et al.*, 2009) and empirical findings, human resource management is referred to as the management of work and persons, and plays an essential role in any company. Thus, HRM has defined institutions, discourse, and practices aimed at the management of people within an employment relationship and enacted through multiple actors (Watson, 2010; Mueller and Carter, 2005). This shows that HRM takes into consideration more than its basic functional aspects (Boxall *et al.*, 2010), such as micro HRM, strategic HRM, and international HRM.

From the perspective of institutionalism, the difference between these two types of company approaches towards HRM practice may be explained by the fact that small or local companies focus on survival more than is necessary for MNCs and joint ventures. Thus, supplier companies prefer to practise the necessary management relating to the company's survival, based on the economic situation of the company, to obtain profit and reputation (Scott, 2014). Moreover, Thai family business norms rely on more conventional Chinese-style management practices which focus on merchandise and trading rather than HRM practices (Zhu *et al.*, 2007). These supplier companies usually have a simple structure and are young and small with non-complex technological systems. They also have a strong need for top owners, and have particularly simple structures, such as few support staff, a loose department of labour, small differentiations between divisions, and a small managerial hierarchy (Mintzberg, 1983), all of which contrast with the characteristics of MNCs and large company structures.

The study from Kotey and Salade (2004) implied that HRM practices might tend to become more formal, with functional structures, specialised departments, and greater standardisation, as companies grow in size. This seems to be confirmed by the results from the interviews, in which it can be seen that many participants' companies still work on simple HRM practices; however, the MNCs or large companies require specific, functional and complex HRM practices (Brewster, 2011; Napathon, 2010). This is consistent with the results from Rurkkhum (2011) in which it was shown that small companies or local companies have informal HR practices such as traditional HR, while MNCs have formal and contemporary HR practices as progressive HR. MNCs in this study have CSR departments which take responsibility for launching the CSR concept throughout the company. The HRM department only focused on CSR implementation in the HR practices. HRM in MNCs could enhance CSR principles such as human rights, labour rights, and discrimination for their employees. Moreover, HRM departments provided various CSR activities such as sport centres, day care, health insurance, as well as providing CSR knowledge and improving the work-life balance and working conditions for employees. With regard to the HR role in implementing CSR, the results from the literature review show that HR can make companies contribute further to CSR. HRM could integrate CSR into its functions to respond to organisational pressures which require the engagement and support of organisational members (Armstrong, 2011; Lam and Khare, 2010; Mutch, 2009). This is especially true for employees' well-being, which is a core responsibility of HRM. In addition to this, HRM is required to understand and uphold the rights of employees while leading them to maximise their contributions to the company's performance. Thus, HR is a specialist in in-house areas, such as employee wellbeing, employee engagement, equality and diversity, when viewed through an ethical lens. However, CSR intersects with every level and department of the company, indeed in any function.

The implementation of CSR through HRM practices for employee wellbeing, and the other is through HRM practices attempting to establish the participation of employees in CSR activities. Much research (Cooke and He, 2010; Cacioppe *et al.*, 2008; Roozen *et al.*, 2001) has suggested that CSR activities may help to attract, retain and motivate talented employees to initiate a competitive advantage and enhanced image and performance for the company. This was confirmed by the interview results from MNCs that implemented CSR through HRM practices. MNCs emphasised the notion that employees can become important CSR activists, launching CSR actions for companies. CSR will create employee awareness and instil in them an optimistic attitude that focuses on doing something good without wanting anything in return. The results of MNCs in this study show that CSR also creates a mentality of happiness that helps HR jobs to be easier and HR staff to be more effective, which forms a happy workplace. This can establish a good relationship between companies and employees with competitors finding it difficult to lure employees away with offers of more money. Furthermore, many works in the literature review (Voegtlin and Greenwood, 2016; Bučiūnienė and Kazlauskaitė, 2012; Cooke and He, 2010; Cacioppe *et al.*, 2008; Bhattacharya *et al.*, 2008; Roozen *et al.*, 2001) show that HRM is a driver of CSR commitment, where it attempts to build up CSR in the company (Bučiūnienė and Kazlauskaitė, 2012) through the greater involvement of employees in CSR initiatives. Voegtlin and Greenwood (2016) stated that HRM is regarded as a subset of CSR, and that therefore HRM is seen as one of a number of elements that supports and demonstrates CSR in companies through its functions, such as development and training, rather than implementing CSR directly for employees. However, the investigation from the interviews show, supplier companies confirmed that they attempted to encourage employees to participate in CSR activities, although these activities were not part of HRM policy, rather than implementing CSR in HRM practices. These companies were concerned with how their

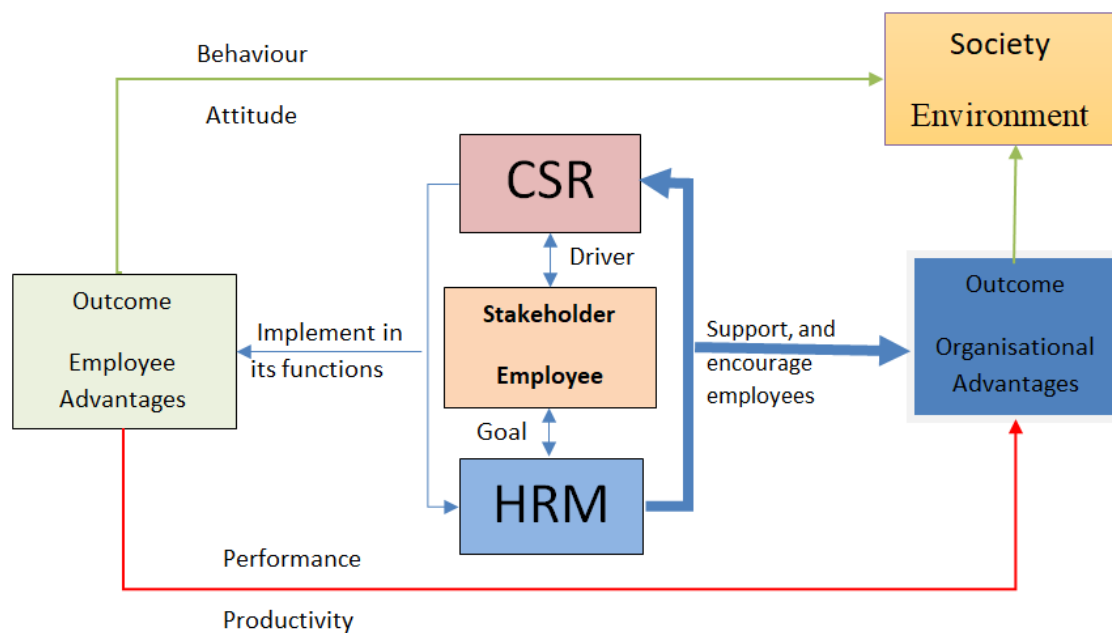
commitment to CSR concepts affected their public image. Bhattacharya *et al.* (2008) support this, showing that most companies in their study yielded a top-down tactic in designing, implementing and managing CSR to fulfil company performance and gain competitive advantage, rather than considering the value of CSR for employees. Furthermore, the results from the interviews of MNC participants (two car manufacturers) and some research (Voegtlin and Greenwood, 2016; Stone and Deadrick, 2015; Sarvaigya, 2014; Aguilera *et al.*, 2007) imply that HRM can implement CSR principles in its functions by involving the affected employees in terms of diversity, justice, fairness, respect for humanity and work, equal opportunities, equal labour standards, decent work, and wellbeing. This means that the HRM department can set its goals by employing those CSR principles to improve employees' work-life balance and quality of life. In return, this can impact employee perspective, behaviour, potential, performance, productivity and satisfaction. Although supplier companies did not implement CSR in HRM practices, they also agreed that adopting CSR was beneficial for their employees, company and society. This contributes that the CSR in HRM practices can be developed in different types of company.

In particular, the findings of this study show the relationship between CSR and HRM were linked by the same stakeholder as employee (can be seen in Figure 6.4. below). This is supported by literature (Cohen, 2010; Jamali, 2016) that often indicated the relationship between CSR and HRM can be discussed through employees as an important stakeholder. The stakeholder theory guides CSR to consider the ethical concerns of internal stakeholders, therefore HRM practices should have relevance to CSR principles (Cohen, 2010). From this view of organisational strategy, many works in the literature review (Jamali *et al.*, 2016; Voegtlin and Greenwood, 2016; Berber *et al.*, 2014) argue that the approaches of HRM to CSR could provide HRM interesting and dynamic support for CSR strategy,

implementation and delivery within companies. On the other hand, the CSR to HRM approach could potentially draw on the HRM system, which is relevant to HRM's strategy and functions, as well as contribute to the formulation of HRM (Jamali *et al.*, 2015). This link to HRM goals does not only concern the recruiting and managing of the employees for the company's success, but also ensuring that employees are developed and sustained. CSR is a driver to achieve socially responsible employee practices. Thus, HRM should streamline routine processes so that more time can be spent on people-focused activities. This relationship between CSR and HRM was linked in two ways in this study. First, the findings revealed that CSR can expand the framework of employee aspects by integrating wellbeing and ethical concerns. For example, CSR can assist HRM to expand the focus of health and wellbeing by offering various wellbeing initiatives such as medical centres, sport centres, wellness programs, and exercise classes. As Cohen (2010) stated, CSR highlights ethical and social concerns in the welfare philosophy. Second, HRM can expand CSR awareness through training and development which helps to ensure participation of employers and employees. This means HRM department can encourage employers and employees to become more aware of social and environmental responsibility by inculcating CSR culture in their mindset. This was confirmed by an interviewee from a MNC who mentioned that HRM attempted to plant the DNA of CSR through training programs and voluntary activities. HRM practices on CSR have affected HRM's outcomes in the company and employees, with both benefiting. The company's benefits relating to HRM that encourage employees to participate in CSR were those in terms of productivity, image, profitability, effectiveness, efficiency, employee turnover rate, and employee commitment. The findings indicated that the relationship between CSR and HRM practices can help the company improve its corporate image and be published in CSR reports. On other hand, employee advantages were significantly affected by CSR principles implemented in

HRM practices, especially improving employee equity, employee skill development, and knowledge management, including employee fairness and wellbeing. As indicated in the findings of this study, CSR principles collaborate with HRM to achieve socially responsible employment practices in MNCs. It is very important to understand how the above discussion matches the stakeholder theory. Accordingly, the literature review in Chapter 2 described employees as stakeholders of both the CSR and HRM fields, and asserted that there is an exact connection between CSR and HRM. This implies the collaboration between CSR and HRM reflects a two way relationship as stated by the European Commission (2001). The findings of this study confirm that HRM contributes to CSR if CSR is operated from within the HRM department. In fact, it follows the view that MNCs act as leader in CSR implementation in HRM practices in the automobile industry. The findings of this study reveal that MNCs follow best practices in terms of implementation, while supplier companies face difficulties in dealing with CSR. This contributes to the development of new knowledge on how to implement CSR in HRM practices.

Figure 6.3: The Two-Way Relationship between CSR and HRM through Employees



Source: Author, 16 July 2019.

This research recognises two dimensions when classifying the relationship between CSR and HRM. The first looks at the level of strategy collaboration or administrative collaboration, while the second measures the frequency and infrequency of the interaction between CSR and HRM. The strategic collaboration refers to CSR and HRM being associated and linked to long-term implications for HRM policy and practices. This means the CSR was embedded in HRM practices. For example, CSR concepts such as diversity, discrimination, equality, and fairness were implemented in HRM practices and required many changes in HRM functions such as recruitment, training, promotion, welfare policies. On the other hand, administrative collaboration refers to short term CSR implications for HRM functions. The external CSR stakeholders were connected to HRM departments. For example, the environmental and community projects were arranged by HRM practices through training and encouraging

employees. In particular, the HRM department of a MNC attempted to encourage the employees to participate in the CSR activities of company via educational CSR programs to promote employee awareness. Also, volunteering leave, for example, shows that HRM can support the CSR activities of the company by developing administrative collaboration. The second dimension refers to frequency and infrequency interactions. This means the collaboration between CSR and HRM may be frequently or rare. The findings revealed that the collaboration between CSR and HRM were happening in MNCs more frequently than supplier companies because MNCs embedded CSR in strategic and administrative HRM. Thus, the relationship between CSR and HRM was classified according to three levels (Figure 6.5 below).

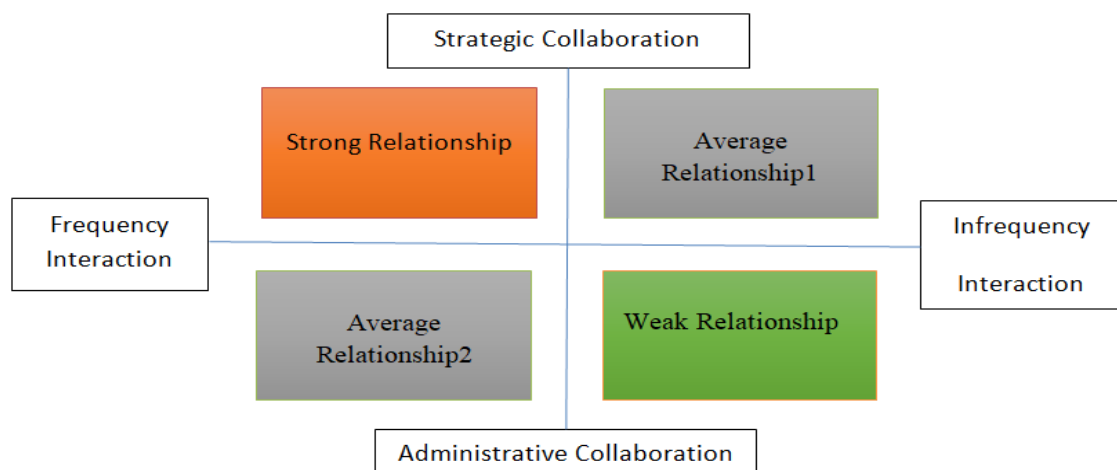
First, a strong relationship reflects those companies that implemented strategic collaboration and frequent interaction between CSR and HRM. The link between the HRM to CSR approach is the investigation of the HR roles dominant in CSR. On the other hand, the link between the CSR to HRM approach is the investigation of the CSR implications for the HRM department. This kind of integration was instituted in a few companies, such as multinational companies and large companies. This is because this level requires a two-way relationship, with strong involvement in company strategy (Gond *et al.*, 2011). CSR was embedded in HRM practices, and on the other hand HRM, significantly, provided full support on CSR strategy and activities.

Second, the average relationship 1 includes those companies implementing a high amount of strategic collaboration and infrequent interaction. This shows CSR was stated in the company strategy with little interaction, and was not embedded in HRM. This means that HRM was not be involved in CSR strategy. Besides, average relationship 2 includes those companies implementing HRM that only supported CSR

through the HRM administrative approach. Additionally, the HRM department usually helps the company to encourage employee participation in CSR activities rather than implement CSR into HRM practices. This relationship was developed for limited CSR-HRM integration. This kind of integration has been instituted in many large companies, supplier companies, or companies which were forced to comply with some aspects of CSR by MNCs or large companies in the loop of the supply chain cycle. Thus, the main activity that occurs in this relationship is philanthropy, which demonstrates that the company is involved in some way with CSR.

Finally, a weak relationship indicates those companies implemented administrative collaboration in which there are rare interactions between CSR and HRM. This shows that CSR and HRM remain disconnected and separate. This relationship was identified in many small and local companies which were not concerned with the external business environment and for whom CSR was not relevant.

Figure 6.4: The Matrix of the Relationship between CSR and HRM



Source: Author, 16 July 2019.

This research shows that many supplier companies were still in the mediocre and weak relationship stage between CSR and HRM. This is because CSR, particularly in the Thai automobile industry still has

the capacity for further development. Thus, these companies do not yet know how to get involved with CSR. However, it can be theoretically anticipated that MNCs that have strong relationships will help other companies achieve both company and social expectations. This is because MNCs are expected by NGOs and society to process CSR through their supply chain, therefore, MNCs will help their supplier companies which do not have the resources to practice CSR (Aguilera-Caracuel *et al.*, 2017; Petrovic-Randelovic *et al.*, 2015). As, MNCs that have more resources need to help supplier companies by educating and providing the needed resources which support CSR activities. Discussion of the relationship between CSR and HRM in the automobile industry in Thailand reveals that, CSR is linked to HRM in two ways: the link between the HRM to CSR approach and the link between the CSR to HRM approach. The next section will discuss the link between the HRM to CSR approach.

This two-way relationship between CSR and HRM can link to the theoretical contributes as these relationships are necessary for companies to recognise and implement sustainable HRM. It can be said that this two-way relationship may help to develop sustainable HRM. Thus, the next two sections will separate and discuss in more depth the relationship between HRM to CSR and CSR to HRM.

6.6.1 The Link between the HRM Department and CSR Approach

On the question of the relationship between CSR and HRM, there is little empirical data on how companies view and understand the relationship between CSR and HR. Thus, this research investigated the HR roles dominant in CSR. This contributes to the theoretical theme concerning what HR roles influence CSR implementation in HRM practices. Several frameworks (Hird *et al.*, 2010; Caldwell, 2008; Reilly *et al.*, 2007) used the work of Ulrich and Brockbank (2005) to explain the five HRM roles in an organisation: employee advocate, functional expert, human capital development, HR

leader and strategic partner. From the collected empirical evidence, the HRM department most frequently performs as an employee advocate in terms of protecting employees' rights and providing fair and equal welfare and remuneration. Another feature is that the HRM departments works as a functional expert, which means HRM practises the important roles of traditional HRM. This is because HRM at many supplier participant companies are small departments, with only one or two HR staff, and their main role concerns remuneration and the welfare management of routine jobs. Moreover, the HR staff of some supplier companies take responsibility for general management tasks, and there is only limited work in their function and other general areas. This has resulted in them not having the time to approach CSR. Furthermore, many supplier companies have CEOs to take responsibility for HR managers. This is because of the belief that HR should deal with remuneration and welfare only and they therefore do not require any particular HR expertise. Thus, HRM in some supplier participant companies is a department inherent with much ambiguity. On the other hand, theoretical frameworks show that the important role of HRM as a strategic partner (Ulrich and Dulebohn, 2015; Marchington and Wilinon, 2012; Van Burren *et al.*, 2011; Keegan and Francis, 2010; Calwell, 2008; Reilly *et al.*, 2007; Wright and Snell, 2005) is to move HR closer to organisational leaders, which can introduce their decision-making to increase competitiveness and achieve organisation goals and performance. Some HR staff and managers at the supplier participant companies argued that it was difficult for HR staff to be strategic partners because it was just a routine job and they had no time to consider anything else. This is a difficulty faced by HRM in these empirical companies when integrating CSR in to the organisation's strategy, because HRM has not thoroughly practised the strategy partner role.

The strategic partner role contributed to David Ulrich's HR model (Ulrich, 1997) that reinforced the concept of HR roles. This concept is well known among HR professionals because it starts to shift HRM

orientation to the increased partnership of the company (Sengupta, 2017). The strategic partner role refers to the process that links HRM practices to business strategy (Ardhampichit *et al.*, 2014). The strategic partner role is revolutionising HRM conceptualisation which is moving beyond its routine function and helping a company gain more of an advantage (Caldwell and Storey, 2007; Wirttenberg *et al.*, 2007; Caldwell, 2008; Martin and Fellenz, 2010; Armstrong, 2012; Marchington and Wilkinson, 2012). According to the literature (Rurkkhum, 2011; Lawler & Atmiyanandana, 2003; Ohtaki, 2003; Yeung, Warner, & Rowley, 2008), many companies in Thailand were aware of the importance of the strategic partner role applied to strategic practices. However, HRM departments changed relatively little in their contribution to business strategy (Lawler and Mohrman, 2003) excluding large and joint venture companies and MNCs (Siengthai and Bechter, 2005). It was not possible to apply the strategic partner role without major change in the HR department (Ardhampichit *et al.*, 2014). Therefore, it is not surprising that the strategic partner role is widely considered an important role to promote the company strategy in Thailand. As the results from the survey show, many respondents from both MNCs and supplier companies recognised the strategic partner role rather than other roles. This is because the HRM professionals may recognise the strategic partner role as an important role, according to the academic literature (Rurkkhum, 2011). However, the results from Thai research (Ardhampichit *et al.*, 2014; Suchatprasoetkun, 2010; Lawler and Atimiyanadara, 1995) showed that companies have not seriously practiced the strategic partner role in Thailand. This is also confirmed by supplier interviewees, who mentioned that the majority of supplier companies have not implemented the strategic partner role in their HRM practices as reflected by the literature review (Monks, 1993; Marchington and Wilkinson, 1994; Tyson and Fell, 1986). This is due to HRM at many supplier participant companies still working as a lower level administrative concern, maintenance-oriented

function. Therefore, in many cases, HRM has not gone beyond these basic parameters to operate with core business functions as a strategic partner.

The literature review often states that HRM makes meaningful contributions in the design of CSR strategy (Cohen, 2011; Gond *et al.*, 2011; Strandberg, 2009; CIPD, 2009) and the definition of HRM's role as a strategic partner. Although the participating HR teams acknowledged that the role of strategic partner influences the CSR implementation and sustainability concepts, they were still only considered as functional experts, as mentioned above. Hence, CSR was not deemed an important issue for the HRM department to concern itself with. This is because HRM did not deal directly with the external business environment such as CSR, and it was not a strategic partner. As this research reveals that supplier companies have less involvement with CSR strategy. Nevertheless, the results of this study do not entirely support this literature. This is because the practical evidence in this study found that a HRM department of MNC contribute to CSR strategy if CSR has been established by the HRM department. Participation in the company' HRM roles vary depending on the size of the organisation (Cohen, 2015; Sorasak, 2014). However, one thing that may help explain this result is that in recent years, HRM in Thailand has been encouraged to play the role of a strategic partner, but HR departments largely have not practised this much (Kanchanosot, 2014). CSR usually runs through the entire strategy of a company; therefore, participants might link HR and CSR in terms of strategy and expect that HR should have the duty to ensure that the CSR strategy is supported by the functions of HRM (Vickers, 2005; Wirtenberg *et al*; 2007). However, Strandberg (2009) reported that HRM can act as a strategic partner by building CSR directly through a company's strategy and by providing knowledge about CSR and its benefits for CEOs. This is consistent with survey results that the majority of respondents believed that being a strategic partner was the important role in implementing CSR. As some interviewees from

MNCs pointed out, HR should be involved in CSR strategy and embedded within company (Garavan and McGuire, 2010). In contrast, all supplier companies from the interview have not taken practical action in the strategic partner role. It can be said that due to the limited scope as a strategic partner, local supplier companies have not sufficiently addressed CSR implementation. This, importantly, reflects strategic partner role as being closely related to the size of the company and the nature of the HR staff (Sarvaiya, 2014). In accordance with this view, the findings showed that MNCs have more actively practiced the strategic partner role than supplier companies because the HR department of the MNCs is viewed as playing an important and dominant role into creating the strategy of the company. It links to the broader debate about the governance of CSR and where the responsibility for CSR should be placed within companies. As the data from the MNCs show, CSR was placed within their strategy with the aim of good citizenship with a socially responsible mind-set and integrated CSR across value chain and highlighting the importance of the internal stakeholder of the company. This MNC has addressed their strategy by linking to internal stakeholder as employee issues and embedding these strategies in HRM strategy. Thus, it is likely that CSR is defined as relating to employees. Also, CSR is driven by HR and they understand how CSR and HR relate to one another as MNCs do (much more than those companies that place the responsibility for CSR in another department, such as marketing, etc.). This link to CSR is a concept that helps HR professionals become aware of sustainable HRM. Besides, the findings also revealed that if HR is heavily involved in the design and delivery of the company's strategy, and this is where the responsibility for CSR is placed with HR, then CSR is more likely to become part of the company's strategy. In a specific case found in this study, the MNC as a car manufacturer stated that its HRM department pushed for the concept of happy workplace as a CSR concern to be added into the company strategy. This makes HRM heavily involved in the company's

strategy and the company seriously focussed on CSR as relates to employee practices. In line with the view of Truss *et al.* (2002), HR staff might play important roles in CSR if the HRM department is a leading force and dominant within the strategy of the company. Then, the nature of HRM departments dominates the shape of their role in CSR strategy (Fenwick and Bierema, 2008). As Ulrich (1997) suggested, HR should perform the role of strategic partner, whereby they help the company to develop CSR strategy and policy. However, it very rarely happens this way that the HR department influences the company's strategy in relation to CSR and its far more likely to be the other way around, that when the CEOs commit to CSR this becomes a priority for the company and all departments including HR. As the results from the interviews show, the CEO is the important factor influencing the CSR commitment of MNCs and supplier companies. This is consistent with many scholars (Kim and Kim, 2020; Harper and Sun, 2019; Petrovic-Randelovic *et al.*, 2015; Godos-Diez *et al.*, 2010; Peters *et al.*, 2009) who argued that companies commit to CSR because of the CEO's decision. However, Harper and Sun (2019) stated that CEOs who were too powerful were less likely to commit to CSR activities. Thus, CSR was not likely to be incorporated into company strategy, and this links to the result that the HRM department focuses on HRM routines, such as development and training or remuneration. Hence, based on the findings strategic partner role was endorsed in HRM departments at multinational and large companies.

Additionally, the survey findings of this study, HR staff perceive that the change agent role has all affected their company's performance, which concurs with the findings of Seedee (2012) and Mansour (2015); however, they have not implemented these roles into their real works or practices. Indeed, effective CSR implementation requires the role of change agent to put the strategy into practice. Some literature (Ledwidge, 2007; Dunphy *et al.*, 2003) suggests that HR staff have a responsibility to change employee mind-sets and a company's culture. By promoting CSR through company visions, values,

work cultures, and employee mind-sets, HR staff have the skills and ability to encourage, facilitate and manage changes within a company. This helps HRM encourage their employees to participate in CSR. As literature (Hsueh, 2014; Fombrun *et al.*, 1984) indicated that a successful CSR company depends on its employees' participation. However, one supplier participant highlighted, the primary goals of many Thai companies are often higher profit, higher employee performance and higher customer satisfaction. Thus, the HRM department's duties in a supplier company are in reality often difficult as many companies ignore the wellbeing of employees (Legge, 1995) and instead focus on profit maximisation. Thus, it can be seen that many HRM practices of supplier companies at these participant companies fulfil the roles of hiring, paying, disciplining, and developing people, rather than contributing to CSR strategy.

Findings from the interview show that HRM can take on more three important roles when implementing CSR: developer, facilitator and employee advocate; however, these results contrast with those found by researchers who emphasised that the leadership role (Cohen *et al.*, 2012; Gond *et al.*, 2011; Lam and Khare, 2010; Wirttemberg *et al.*, 2007; Lockwood, 2004) is an important HRM role which supports CSR initiatives. It can be argued that the employers and employees of supplier companies and some MNCs lack of CSR knowledge; thus, HR has to educate and develop the company's people and those in HR themselves have to understand the concept of CSR. For example, many supplier companies mentioned the training and development programs of CSR as a means to educate everyone in the company. Also, one MNC interviewee practiced the developer role by providing the knowledge and guideline for its suppliers willing to implement CSR. Furthermore, the developer role adapts to a culture changes to support CSR. This means HR needs to educate employees to acknowledge the CSR concept, which then involves building CSR habits through CSR activities. This gains the employees' participation with

the CSR activities of company all the time. It takes time and attention to build the CSR DNA as the MNC participant mentioned. The HR department has to support everything to keep this CSR DNA alive in the company. For example, the HRM department of an MNC provides a health and fitness centre for employees to be healthier, but to do so the employees have to actually go and exercise by themselves. Thus, this HR department has set them to schedule this in their calendars such as emails to employees to remind them to do some exercise. It is easier to build a fitness centre, but to encourage them to do exercise is more difficult and takes time. Thus, it can be said the developer role was important for local suppliers which increased the CSR knowledge of the company. In conclusion, this developer role can inspire employees' responsible behaviour by promoting CSR as a part of employee training courses and modifying the company's culture to support CSR as seen in MNC practices.

The interview results also expose that MNCs paid attention to the facilitator role. This is because CSR activities rely on the cooperation of employees; thus, MNCs have to support and encourage their employees to participate in CSR. However, the findings from the supplier companies revealed that the suppliers or small companies lack the ability to provide all support and facilities for employees to participate in CSR activities because they had a limited budget. Additionally, these supplier companies also viewed that CSR activities were carried out by MNCs or large companies rather than supplier companies. In contrast, Sarvaiya (2014) found that HR can provide supplementary administrative support via voluntary CSR projects or manage HRM practices based on CSR principles. As one interviewee from a MNC mentioned, his company did not expect supplier companies to practice large CSR projects; however, small efficiency projects were a priority. Although supplier companies did not contribute to a high level to CSR projects, HR practices relating to CSR issues such as health-wellbeing, discrimination, diversity, equality, fairness, training and development, work life balance and quality of

life were accepted by MNCs as a crucial contribution to the implementation of CSR. In summary, it can be said that this HRM practices can link to an administrative expert role whereby HR provides a CSR principle in traditional HR practices such as recruitment, training, wellbeing, and employee awareness are suitable for supplier companies. This was supported by Gond *et al.* (2011) who asserted that HR should embed CSR within HRM practices. Also, Sarvaiya (2014) confirms that the administrative expert is an important role that supports the overall company system and is easiest in making changes to support CSR. However, in both the survey and interview, there was no mention of this role as an important role for CSR implementation. This is because there was a lack of framework of implementation as HR did not know how to implement CSR into its practices and the way CSR was constructed in company strategy. As Sarvaiya (2014) pointed out, the weight given to CSR in companies had significant impact on HR contribution. This is consistent with a MNC interviewee who confirmed this view that if CSR was set within company strategy such as “happy workplace”, HR professionals would make a meaningful contribution to the implementation of this CSR strategy. The finding here concurs with the assertion in a company with CSR implemented in the HR department, HR can drive many CSR employees issues such as promoting health and wellbeing (sport or gym facility, wellness programs, exercise classes), offering flexible working and enabling child care or elderly care for employees’ family.

Additionally, the interview results also show that HR staff performed the advocate role by asking employees to actively promote the company and its focus on CSR. The interview results show that MNCs attempted to encourage their employees to engage in CSR activities. This is because employees were an important representative of company. The HRM department of an MNC as car manufacturer prepares the employee for CSR, supports the facility for CSR initiatives, and manages employee

engagement. This is consistent with the literature that recommends a significant HRM department advocates CSR implementation in a company (Pless *et al.*, 2012; Lam and Khare, 2010; Garavan and McGuire, 2010; Buyen and Vos, 2001). Employee participation in CSR activities was communicated and promoted to the public whereby the company realised the importance of and focus on CSR issues and helped to improve company image and performance. This relationship between HR roles and outcomes have been studied by many researchers (Gould-Williams, 2007; Kuvaas, 2008; Gellatly *et al.*, 2009; Gong *et al.*, 2009) with HR working with the employees and with employers' participation and to take responsibility for company outcomes, such as organisational performance and image and employee satisfaction. This links the transformation stage to sustainable HRM whereby the HR department should recognise the outcomes that benefit both employees and company.

The concept of encouraging employees to contribute CSR activities were performed through education and training practices from both inside and outside companies (Edwards and Rees, 2011). Therefore, HRM also performed developer role that has to educate employees on why CSR matters and what it means to the business (Hockerts *et al.*, 2008). It can be seen that these HRM department research findings confirmed that CSR knowledge and understanding is still necessary for all employees and CEOs. This is because the findings show that both employees and CEOs, including HRM staff, still believed in the traditional concept of CSR. The empirical findings from survey, interviews and secondary data showed that the current primary understanding of CSR is that it constitutes philanthropic acts. This is linked to the facilitator role, which help companies and employees to engage with CSR activities and projects that are mainly focused on charity and donations – a low level of engagement to CSR (Tzu, 2008). The philanthropic concept of these investigated HRM departments is linked to the dominant religion and culture of Thailand, which emphasises charity and donation. It is

noteworthy that many philanthropic activities were launched by the HRM department or other divisions of the companies as CSR. The HR departments are concerned with the role of facilitator by arranging the events and supporting the resources to support employees who are willing to get involved with CSR activities. Furthermore, the HRM departments of supplier companies stated that they did not get involved with the CSR principles in their practices and did routine CSR but the practical evidence from some supplier interviewees showed they developed internal CSR, such as diversity, equality, fairness and discrimination (Cohen, 2010) through an administrative expert role. These practices can be categorised as being at the beginning of the integrative stage, in which CSR is implemented in employment practices (Tzu, 2008).

To summarise the theoretical contribution of this section reflects the contradiction of the HR role in MNCs and supplier companies. This research supports the assertion that the HR of MNCs does commit to the strategic partner, facilitator, and developer roles in CSR more than supplier companies. It can be concluded that the HRM department, when limited by knowledge, skill, and resources, should support CSR in terms of the developer and administrative expert roles, but does not much commit to other roles. The findings uphold the idea that MNCs are able to play the strategic partner role due to the skill, resource, and position of the HR department in the company. Overall, the findings revealed that once CSR strategy is allocated in the company, the processes and behaviour of the strategic partner are easily defined and focus on employee aspects. Research findings endorse that although the strategic partner role is critical to successfully implementing CSR strategies in MNCs, other roles such as facilitator and developer also drive CSR implementation in MNCs. This study recommends that due to the focus on employee-related aspects such as concepts of fairness, equality, and discrimination, the

HR of supplier companies may have an administrative expert and developer roles in supporting CSR implementation.

Table 6.1 (below) shows the relationship between CSR and HRM in empirical findings. This table highlights that CSR is linked to HRM in the scope of employee factors by providing wellbeing. For example, the findings in this research suggest that HRM should expand the focus of health and safety, provide education and training to secure employability, and provide equal payment and welfare without discrimination, so as to move towards overall employee wellbeing. Furthermore, this table also highlights that HRM is linked to CSR with the HRM roles of strategic partner, facilitator, and developer. The interview findings of this research showed that HR of MNCs can act as a strategic partner in exploring the CSR principles in terms of issues such as diversity, equality, and discrimination in the company's strategy. Moreover, the HRM department could provide CSR education and training to employees which encourages and enables them to participate in the CSR activities of the company. The contribution of the finding is significant to the relationship between CSR and HRM. There has been only limited study of this relationship. These findings contribute to this unexplored study area in two ways; the understanding of the HRM department to CSR implementation, and CSR approach to HRM department. Thus, by examining the relationship between CSR and HRM, the research has provided a renewed focus on the relationship between CSR and HRM in different company characteristics as MNCs and supplier companies. The findings of this study contribute new data on the intersection between CSR and HRM with implications for employee issues such as health and wellbeing, diversity, equality, work-life balance, training and development in MNC participants. Therefore, the HRM department should take on the strategic partner, developer and facilitator roles to support these implications. The findings advocates that CSR helps develop HRM ethically and in this case the HRM

department which prefer to implement CSR in HRM practices should consider viewing employee-related issues as routine HRM.

This section begins with focusing on the strategic partner role of HRM in implementation of CSR which is often acknowledged in literature and this investigation found that strategic partner and facilitator were the main roles in CSR implementation of MNCs. It was noted that the developer, administrative expert and employee advocate roles were more persistent in HRM roles in the beginning stage of implementation of CSR. This contributes to the development of HRM field by analysing HR roles in implementing CSR.

Table 6.1: The Relationship between CSR and HRM in Empirical Findings

HRM roles and Functions	Literatures		Empirical Finding
	HRM Department to CSR Approach	CSR Approach to HRM Department	
Strategic Partner	HRM contributes to CSR development and gathering information about CSR orientations from inside and outside the company. HRM makes up CSR in company and generates value creation for society. However, social and environment topics are added into company strategy to improve company financials, public image and performance.	CSR is embedded and integrated in HRM strategy in terms of diversity, discrimination, human rights, labour rights, equality to improve employee wellbeing. HRM takes responsibility for management of employees as human capital and valuable stakeholders.	HRM implemented CSR when CEOs felt that CSR was important to company. Supplier companies have used the HRM to CSR approach rather than converse. However, This is because strategic partner is not the main role of HRM in this research and CSR is still in its infancy stage.
Change Agent	HRM understanding and awareness that CSR will affect company and they promote it through training and development practices. HRM launches and leads CSR activities and projects.	CSR promoted and is aware of CSR concepts regarding diversity, discrimination, human rights, labour rights, and equality that might shape the decision making of CEOs on issues concerning employees.	HRM are not aware of CSR concepts and still interpret the concepts only as they fit their companies' objectives and lead companies to do CSR activities as philanthropy. HRM also sees CSR as an external influence, irrelevant to HRM practices.

HRM roles and Functions	Literatures		Empirical Finding
	HRM Department to CSR Approach	CSR Approach to HRM Department	
Employee Champion	HRM encourages employees to participate with CSR activities such as sharing CSR information and providing facilities that helps employee involvement with social voluntary activities.	HRM drafts and implements employee codes of conduct and gathers employee needs and information in relation to CSR. Moreover, HRM could be concerned with human rights and labour rights such as employees have freedom of association and support labour union participation in CSR initiatives.	HRM is concerned with labour relations and provides necessary facilities to support CSR activities.
Administrative Expert	HRM supports CSR strategy and concepts though it functions and practices.	CSR concepts are implemented to HRM functions and practices.	This role is the main concern of HRM in this research and they perform all routine jobs.
-Recruitment and Selection	CSR is used to attract and retain talented workers. Hire and screen new employee with knowledge and awareness of CSR.	Recruitment and selection could be concerning diversity, discrimination, equal opportunity without any bias. The orientation programmes could make new employees understand their duty, role, career path, operating process and company strategy. This helps to attract talented applicants.	Discrimination still might be a problem in some companies. CSR has not been one of the indicators to recruit and select the candidates. CSR is not a main attractive factor to attract talented employees.

HRM roles and Functions	Literatures		Empirical Finding
	HRM Department to CSR Approach	CSR Approach to HRM Department	
-Performance Management	CSR is set into performance indicators. HRM use CSR to build a responsible culture in company.	Allowing employees to participate and formulate CSR performance indicators. The evaluation approach could include equality, diversity, fairness and transparency. HRM creates flexible management of working and job rotation and empowerment of employees.	HRM would handle the transparency and fairness performance management because of the performance management theory itself. HRM is not concerned with contributing to CSR. Moreover, HRM has not set CSR as a performance indicator or competency.
-Reward and Remuneration	Rewarding employees who support and are consistent with CSR which motivates them to participate with CSR.	Reward, incentives and remuneration could be considered on fairness, discrimination, transparency principles. CSR can set the standards for decent work. HRM could take work–life balance and quality of life into consideration.	Reward, welfare and remuneration based on laws and regulations.
-Training and Development	HRM share and educate employers and employees about CSR, what is CSR, how it is important, how to involve it in raising their awareness to CSR through orientation, training and development programmes. Moreover, CSR is integrated into training and development programmes that would help to improve company performance and innovations.	Training and development programmes could be for all people at all levels of the company. Moreover, HRM could provide training and development programmes that support employee wellbeing. Career development and career paths could take equal opportunity and fairness into consideration.	Training and Development practices are tools that HRM can share knowledge and information about CSR. However, the CSR practices are still based on the philanthropic concept rather than on others. HRM are not focused on career development and career path.

Source: The empirical results from the surveys, interviews, and information presented on websites (also presented in Chapters 4-5)

6.6.2 The Link between the CSR Approach and the HRM Department

Regarding the link between the CSR approaches and HRM department based on the results of this research in chapter 5, it can be said that CSR has major implications for the HRM department. For example, if a company has a CSR strategy and addresses the issues of the internal stakeholders such as employees, CSR can be incorporated into the HRM approach. The literature grants that the HR contribution is expected when companies set a CSR strategy and incorporate it within company operations (Garavan and McGuire, 2010; Strandberg, 2009; Lockwood, 2004). As an organisational strategy, CSR is founded on company goals and objectives (Voegtlin and Greenwood, 2016; Vogel, 2015; Bučiūnienė and Kazlauskaitė, 2012; Cooke and He, 2010; Cacioppe *et al.*, 2008; Bhattacharya *et al.*, 2008; Roozen *et al.*, 2001). The secondary data of this study showed that many multinational companies and some supplier companies stated CSR in their company vision, mission, goal, and/or objectives, and present it on their website, with CSR reports or sustainable reports. This research finding is in the line with Cohen *et al.* (2012); Armstrong (2011); Inyang *et al.* (2011); Lam and Khare (2010); Sharma *et al.* (2009); Hitchcock and Willard (2009); Harrington (2008); Cliff Stevenson Consulting and Simply CSR Ltd (2008); Wirtenberg *et al.* (2007); Lockwood (2004); Fernandez *et al.* (2003); and Ahmed (nd) which all stated that if a company respects CSR in its strategy, HRM will take action on CSR. This sounds rather simplistic for MNCs; however, it is difficult for supplier companies where there might be cost pressures restricting an enlightened approach. As Maon *et al.*'s (2010) findings highlighted that an influential variable was the company stating CSR in its strategy and setting the scope of HRM. However, this occurred only for the MNCs of this research because MNCs have many resources such as the budget and knowledge of HRM staff which are ready to practice CSR through HRM functions. This contribution of the finding of this study is significant to the literature in that the relevance of the CSR approach to the HRM department cannot be discussed without reference to strategy of companies.

Earlier studies (Cohen *et al.* (2012); Armstrong (2011); Rimanoczy and Pearson (2010); Lam and Khare (2010); Sharmar *et al.* (2009); Hitchcock and Willard (2009); Hockerts *et al.* (2008); Harrington (2008); and Lockwood (2004)) suggested that engaging employees in CSR activities will develop CSR in HRM functions. This is confirmed by the MNC interviewees who commented that if employees prefer to participate in CSR activities, the HRM department is likely to be a priority in setting CSR into its functions. On the other hand, the supplier companies in this research stated that CSR may have limited links to HRM because of the lack of understanding of CSR, limited budget and the least concern for employee wellbeing. However, the pressures from the MNCs in the supply chain system have forced supplier companies to practice CSR in terms of both external and internal stakeholders. Hence, many supplier companies have attempted to engage employees with CSR activities through philanthropy more than addressing the ethical issues for employees. Preuss *et al.* (2009) found that HRM should involve the company's strategy before being able to play an active role in CSR. Moreover, Lockwood's study (2004) showed that an HRM department which recognise the CSR concept can play a leading and educating role and could help to state CSR in company strategy. Mariappanadar (2003) posited that HRM which addresses employee-related issues should integrate the belief of CSR in its functions. As the results from the survey of MNCs and supplier companies reveal, the HRM departments addressed CSR principles such as paying the living/minimum wage, avoiding child labour, promoting non-discrimination and providing a good working environment in HRM practices. This is consistent with previous studies, such as Cohen *et al.* (2012); Gound *et al.* (2011); Wirtenberg *et al.* (2007); Armstrong (2011); Hitchcock and Willard (2009); WBCSD (2008); Cliff Stevenson Consulting and Simply CSR Ltd (2008); and Lockwood (2004); Mariappanadar (2003). However, only one MNC made CSR part of corporate strategy. Furthermore, previous studies by Cohen *et al.* (2012); Gound *et al.* (2011); and Wirtenberg *et al.* (2007) Cohen *et al.* (2012) stated that companies which implement CSR in HRM functions should

focus on both the physiological and psychological concerns. This was confirmed by Gound *et al.*'s (2011) and Wirtenberg *et al.*'s (2007) findings that companies should give equal attention to psychological health as physiological health. However, the results from the survey and interviews found that both MNCs and supplier companies focused on physiological concerns rather than psychological concerns. For example, health insurance and annual health check-up were popular activities for employee practices. These CSR principles could all improve the quality of life, and wellbeing of employees. This represents the main concept of the CSR to HRM approach, and is a new challenge for HR (Stone and Deadrick, 2015) concerning long-term sustainability (Marchington, 2015) that adds value inside the company, while at the same time also meeting the needs of external stakeholders (Ulrich and Dulebohn, 2015).

The issues from these circumstances relate to ethical issues, which focus on employee wellbeing rather than managing employees. However, it can be seen from the empirical findings that CSR concerns among employees were not addressed very well. Supplier companies argued that CSR merely seemed like a business trend that will just come and go – a view that perceives CSR as an impermanent concept. Most empirical evidence of supplier companies showed that CSR was perceived as an external influence, relating to philanthropy and environmental problems, which HRM was not expected to involve itself with in terms of integrating it into HRM practices, especially at companies that had a CSR division. This was because CSR was seen as temporary and occasional in terms of events for the company rather than as an ongoing strategy. The results from the interviews emphasise that companies might have separate divisions to take responsibility for CSR and to practise it in the form of philanthropic events. Companies do not have CSR divisions; however, HR departments might act as CSR divisions and practice philanthropic activities as well.

Based on the findings from the surveys CSR is usually implemented into HR functions such as health and safety, learning and development, and recruitment and selection. Such companies have focused on the health and safety of all employees, supported employee education, and recruited and selected all applicants without discrimination. The findings contribute to the application of CSR in HRM practices and how CSR can be embedded in the HRM department. This study reveals that CSR can collaborate with HRM in order to embed responsible behaviour into HRM routines and practices. Thus, by investigating the relationship between CSR and HRM, this research has provided a renewed focus on the implementation of CSR in company and with its employees.

6.7 Utilising the CSR-HRM Relationship to Achieve Sustainable HRM

Having discussed how to construct the relationship between CSR and HRM, this final section addresses ways of utilising the CSR-HRM relationship to achieve sustainable HRM. This highlights the development of the relationship between CSR and HRM, which will help the HRM department transform itself to be more focussed on sustainable development. This section attempts to develop the theoretical contribution that the relationship between CSR and HRM is necessary for companies to recognize and implement sustainable HRM. CSR is focused in HRM departments on helping employees achieve standards (Mansur, 2007; Hockerts *et al.*, 2008; Harrington, 2008), retain employees and take employees' motivation into consideration (Phillips and Phillips, 2012), educate and encourage responsible employee behaviour inside and outside the companies (Edwards and Rees, 2011), evaluate employee performance (Muster and Schrader, 2011), and create shared value concepts focusing on the relationship between social and economic approaches, which generate greater growth for the organisation and benefits for society (Porter and Kramer, 2011). This relationship leads HRM on to performing sustainable HRM, the process in which HRM assists employees to help themselves and reconsider the organisation's purposes. This gives HRM the

professional need to consider its roles concerning health insurance, the effects of layoffs, work hours and work–family conflict, work stress and inequality (Pfeffer, 2012; Ehert and Harry, 2012; Elaine *et al.*, 2011; Gollan, 2001). This is supported by the interview findings of this research that suggest sustainable HRM includes caring for employees and their family, health and wellbeing, and ending child labour in terms of CSR activities. Moreover, sustainable HRM can help companies achieve their own objectives and social objectives by managing human capital (Mariappanadar, 2003). The majority of survey findings revealed that many companies, especially suppliers, are not familiar with the sustainable HRM concept in agreement with Elaine *et al.* (2011, p1), that sustainable HRM can be defined as “using the tools of HR to create a workforce that has the trust, values, skills and motivation to achieve a profitable triple bottom line”. The most important factors influencing sustainable HRM, referenced by respondents were legislation, organisational culture, codes of conduct, CSR concepts and organisational policies. These show that sustainable HRM depends more on organisational orientation than on HRM awareness. This means that the external environment of the HRM departments have influence on sustainable HRM. In contrast with results from the interviews showed that the sustainable HRM concept is still not clearly understood, and HRM staff and managers have not yet recognised it (Rompa, 2011; Ehnert, 2006). This is confirmed by the interview findings in this research that suggest that HRM managers of supplier companies have yet to understand sustainable HRM. The interview participants considered it to have remained difficult to transform HRM into sustainable HRM in recent years, especially in Thailand.

Additionally, it is possible that some respondents may have been hesitant to describe the real situation at their company with accuracy. Thus, they might have answered this section with what could be interpreted as showing a poor or ambiguous understanding or desire to respond about sustainable HRM. The contribution of the research findings is significant for sustainable HRM.

These findings contribute to this unexplored study area; the understanding of sustainable HRM within MNCs and supplier companies, and the application of the relationship between CSR and HRM to sustainable HRM. Thus, by examining the relationship between CSR and HRM to sustainable HRM, the research has provided a renewed focus on sustainable HRM in different company types and characteristics like MNCs and supplier companies. However the interviews helped to obtain more details about the practices of sustainable HRM at MNCs and large companies. The results show that the CSR is driven by HR and when placed CSR in company strategy as MNCs do, can link to help HR professionals become aware of sustainable HRM. This is supported by Ulrich's concept of the HR transformation into sustainable HRM, stated that company need to concern on business context (Ulrich *et al.*, 2009). The unique theoretical contribution of Ulrich' HR transformation process (Ulrich *et al.*, 2009) is the assertion that the relationship between CSR and HRM practices is necessary for companies to recognise and implement sustainable HRM. The findings confirm that there are similar factors that influence sustainable HRM and the integration of CSR into HRM practices such as social pressures, so the HR department needs to revise the CSR concepts that are important to HRM practices. However, Ohlrich (2015) stated that CSR represents the initial stage of sustainable HRM. For example, one MNC interviewee who already recognised sustainable HRM mentioned that the HRM department needs to consider the CSR to HRM approach. This links sustainable HRM to CSR implementation in HRM practices as the beginning stage. Thus, the HRM department needs to recognise the external and internal business environments, the issues of social expectations and healthy employees and incorporate them into HRM strategy. Ehnert (2009) stated that sustainable HRM deployed human resources efficiently and maintained the economic rationality of the company. In addition, Krama (2014) explained that sustainable HRM refers to environmental, social and human outcomes rather than financial outcomes. It can be said that sustainable HRM is a long-term

concept that involves CSR in HRM approaches related to strategy perspective. This links to the HRM related CSR approaches that HRM should engage in in the strategic partner role. This means HRM has to think of CSR in generic ways, for example, HRM could find the most appropriate HRM practices for each company's strategy which supports and improves employee outcomes. The findings also found that the HR department which has already enhanced HRM strategy in corporate strategy can be able to develop sustainable HRM. This relates to the study of Prins *et al.* (2014) in which sustainable HRM is strongly linked to "strategic HRM thinking" (2014, p.1) beyond the strategic HRM tradition. Thus, the HRM department which would develop sustainable HRM should pay the strategic role within the company. The HR staff are involved with the contribution of HR professional in designing CSR strategy. Thus, HR staff need to develop their knowledge on sustainability (Krama, 2014). As the findings, the HRM department and CEOs of the company must understand both the concepts of CSR and sustainable human resources to be able to implement them into their functions. This could help the HRM department to achieve the social objectives by managing human capital and expanding their best practices to society (Ulrich *et al.*, 2009). In addition, stakeholders' expectations such as employee and customer satisfaction were used to designed HRM outcomes. Thus, HRM activities should then involve sustainability where employees can obtain better quality of life and well-being. Furthermore, this brings great returns for the company such as profits and a good image. This is confirmed by MNCs that their HRM department attempts to balance stakeholder outcomes. This viewpoint links to the HRM department having to redesign and focus on effective HRM outcomes. This will help the HRM departments develop the sustainability concept to line managers and other departments to get them involved with sustainable HRM. This means everyone (including the family members of employees) in the company and the labour union should have sustainable mind-sets and be aware of sustainable issues. This is confirmed by one car manufacturer MNC which recognises

sustainable HRM with the focus on labour union participation. This company fully provided all the facilities for the labour union, and encouraged and offered the labour union opportunities to engage in CSR. This relates to another example of sustainable HRM of a company in petroleum industry (PTT, 2021), which states on its website that the labour union comes under the structure and management system of sustainable HRM. As Dawkins (2012) reported, the labour union is the one important stakeholder in the sustainable HRM argument. This is because the CSR of labour unions can enhance social justice and allow employee representatives to expand their roles in social responsibility. Prins *et al.* (2014) summarised that sustainable HRM is strongly involved with CSR principles applied in HRM practices and also incorporate employee concerned on corporate strategy. Besides, sustainable HRM requires the involvement of labour unions in CSR. The results of this study confirm that in line with the HR transformation process (Ulrich *et al.*, 2009) can apply to transforming HRM department to sustainable HRM, especially in MNCs.

It can be concluded that the important factors for shifting HRM into sustainable HRM are quite similar to those factors that influence the integration of CSR into HRM functions such as social pressures. The results revealed that HR staff need to understand the concept of sustainability and sustainable HRM and may have considered the strategic partner role in the transformation process. This study found that sustainable HRM has the important flaw of a lack of understanding of the relationship between CSR and HRM, especially supplier companies. This is confirmed by MNCs which practice sustainable HRM that have acknowledged and understood the concept of the integration of CSR in HRM practices. However, it is difficult to clarify in depth, whether what the successful sustainable HRM entails in the transformation. This is because the limitation of the interview participants in this study was that they had not yet recognised sustainable HRM and the concept for sustainable HRM is still in its infancy in Thailand. This then raises other interesting

questions of what extent should the CSR concept help develop sustainable HRM, how sustainable HRM is constructed in the company, and to what extent the HRM department develop sustainable HRM.

6.8 Summary of the Chapter

This chapter synchronised the findings of the study as relates to the theoretical approaches and the literature. Four major findings were discussed in this chapter. The first concerned the CSR practices of the automobile industry in Thailand based on the religion and culture of the country. This included the finding that MNCs play an important role in compelling and leading supplier companies in the implementation of CSR practices through the supply chain system. Moreover, instead of CSR activities His Majesty the King of Thailand's (King Rama 9) projects influenced many MNCs and some supplier companies in Thailand. Second, the link between CSR approaches and HRM department that enable the HRM department to develop CSR principles, such as diversity, equality, and work-life balance into HRM practices. The results of this research confirmed that MNCs have implemented CSR in HRM through many means such as a sports centre, day care, and health insurance. Third, the relevance of HRM to CSR was discussed by examining the HRM roles, especially those of strategic partner and educator. The results from this research showed that the HRM department of MNCs have practiced the strategic partner role more than supplier companies which have practiced the administrative expert role. This has resulted in the HRM of MNCs taking action on CSR, such as by educating employees to participate in CSR activities. The theoretically key point is that the nature of the HR functions and roles are an important mediating variable that influences CSR implementation. Finally, utilising the CSR-HRM relationship to achieve sustainable HRM in the automobile industry in Thailand is still in its early stage as many companies do not yet recognise sustainability.

Chapter 7

Conclusions

7.1 Introduction

This study has addressed the empirical relationship between CSR and HRM in the automobile industry in Thailand. This final chapter draws together the findings of the research and its contributions to theory and practice. The chapter is organised around the following sections: a brief overview of the study, research findings, practical implications, research limitations, and suggestions for future research. Defining the exact target of the study, the main aim was to develop and extend understanding of the relationship between CSR and HRM. The link between these areas has not been explored to any significant degree. The research questions of the thesis were accordingly:

- What are the interpretations and perceptions of CSR, HRM and sustainable HRM of companies operating in Thailand?
- What are the CSR practices of companies operating in Thailand?
- What are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand?
- What are the roles that HRM plays in CSR for companies operating in Thailand?
- What are the factors that shape the interpretation of, and engagement in, CSR?
- What is the role of CSR in the HR department of companies operating in Thailand?

This research contributes to the development of the literature on the interested stakeholder groups such as employees, customers, society, NGOs, and government and adds to both the existing CSR and HRM bodies of literature. The research analysed the views of MNCs and local supplier companies

in the Thai automobile industry and investigated how they are practicing CSR. MNCs in the automobile industry in Thailand are known for their commitment to CSR (ThaiCSR, 2010), and supplier companies have been forced by MNCs to adopt CSR within their companies. However, how far MNCs and supplier companies implement CSR in the field of HRM is relatively unknown due to the dearth of research. This research studied the automobile industry in Thailand because supply chain companies' and manufacturers' operations and product lifecycles can harmfully affect environmental and social stewardship. The automobile industry in Thailand was chosen because it has been engaged in supply chain management. This is based on the industry's role as the top producing industry in the country, with both MNCs and local companies operating within this industry. The literature review shows many scholars (Dupont *et al.*, 2013; Davies and Crane, 2010; Sharpe *et al.*, 2008; Deckop, 2006; Winstanley and Woodall, 2000) have highlighted that HR professionals have not engaged in CSR principles such as fairness, diversity, human rights, non-discrimination, and equality. Society requires companies to take good care of their employees and therefore HRM may need to collaborate and deliver CSR through its functions and practices. The CSR philosophy has been criticised for focusing on employee well-being and the ethical concerns of employees (Pennington *et al.*, 2007), related to HRM practices. It can be said that HR is an important department in implementing CSR and sustainability in a company (Alcaraz *et al.*, 2015). However, academics have rarely endeavoured to link the relationship between CSR and HRM. For example, Gond *et al.* (2011) argued the link between CSR and HRM on a practical level to be blurred, possibly encouraging HR practitioners to misunderstand CSR by believing it to be pointless as regards HRM practices. Similarly Fenwick and Bierema (2008) discovered, the professional HR focus on CSR is very narrow. Thus, this thesis investigated the roles HRM plays in CSR for companies operating in Thailand, the CSR practices of companies operating in Thailand and the interpretations and perceptions of company participants on CSR, HRM and Sustainable HRM.

The focus on the nature of these relationships influenced the choice of the methodology which took in both quantitative and qualitative methods for data collection. The pragmatism standpoint was outlined and a rationale was provided for the chosen research strategy. The data was drawn from 228 questionnaires, twelve semi-structured interviewees (from 12 companies) and 62 company websites in the Thai automobile industry. The findings were analysed using descriptive statistics and a qualitative method of thematic context analyses. This chapter presents the conclusion of an overview of the finding, the contributions to knowledge, practical implications and the limitation of the thesis.

7.2 Research Findings

7.2.1 Relevance of CSR

CSR nowadays is often described as the method whereby companies take responsibility for social problems. These could include economic, social, environmental, legal, ethical, and discretionary problems (Dahlsrud 2008; Carroll, 2008; Barry, 2000; Carroll, 1979). Areas of CSR include human rights, reporting and disclosure, climate change, issues affecting small businesses, socially-responsible investment, education, and public procurement in any type of company. MNCs stated that they established foundations to practice CSR activities such as reforestation and the provision of scholarships to students at university. On the other hand, almost supplier companies to the automobile industry demonstrated an understanding of CSR principally through a highly personalised attitude, that was simplistic, and emphasised only philanthropic activity.

The results from the surveys, interviews and secondary data analysis indicated that the majority of MNCs and supplier companies addressed the environmental pressures more than other reasons. The results also showed the popular CSR activity of these companies to be philanthropic and environmental

activities. This shows that the majority of supplier companies in the automobile industry in Thailand were involved with CSR at a low level of involvement, where companies acknowledge and recognise CSR and emphasise CSR practices through charitable activities. Philanthropy is a popular CSR activity in Thailand because CSR in developing countries is driven by serious socioeconomic pressures with companies recognising CSR in economic and social terms, such as poverty relief, healthcare and education (Amaeshi *et al.*, 2006). The result of this is that CSR in Thailand is concerned with philanthropy as is commonly the case for the other Southeast Asian countries (Visser, 2009). The empirical findings also indicated that companies choose to “make merit” in temples, and give charity to religion organisations, communities, hospitals, schools, NGOs, and government organisations, such as orphanages and royal project organisations. The religion and culture of Thai people were the macro level factors that shaped CSR engagement in Thailand. This links to a conceptual gap i.e. CSR should embrace additional responsibilities to society, beyond a charity (McGuire, 1963; Joseph, 1963; Johnson, 1971; Keith and Robert, 1975).

MNCs, however, had a high level of involvement with CSR with companies implementing CSR into own strategy and operating systems. The empirical results showed that MNCs becomes a meso factor that forces SMEs to implement CSR. MNC manufacturers have been playing a key role in expanding and developing CSR. Moreover, MNC participants used CSR issues as a strategy to pressure other businesses in the industry to improve their responsibilities through the supply chain system (Misani, 2010). This was confirmed by supplier participant companies where MNC companies forced them to apply CSR. However, supplier companies in this study interpreted CSR very narrowly as philanthropic activities. Therefore the MNCs might construct CSR institutional structures and guide ethical company behaviour. The literature revealed that MNCs should set a code of conduct for supplier companies

whereby those wanting to trade with MNCs must practice CSR. However, all supplier participant companies identified philanthropic activities as important to CSR to avoid the codes of conduct, standards, regulations and social pressures that MNCs established. This is because philanthropic activities are simple practices and correspond to the culture and religion beliefs of people in the country.

Having discussed how MNCs and supplier companies construct CSR, it is now necessary to explain what the motivation factors are that influence companies to carry out CSR. These factors were analysed and categorised by neo-institutional theory and it was found that the factors influence CSR implementation through coercive isomorphism (social licence, customer requirements, regulations), normative isomorphism (corporate citizenship concept), and mimetic isomorphism (company reputation and competitive advantage). These elements construct institutional structures that guide organisational behaviour. These were linked to the neo-institutional view of how culture influences companies and makes and remakes ethical behaviour through social actions. These factors have led to the understanding of CSR within Thai companies in this research being quite different from others countries.

7.2.2 Relevance of HRM

HRM involve a variety of corporate activities, such as recruitment and selection, communications, development, remuneration, appraisal and rewards. The HRM situation in the Thai automobile industry as revealed in the empirical evidence shows that many HRM departments perform the employee advocate role and functional experts. This is because many HRM departments in the participant companies consisted of small departments whose main roles are those of remuneration and welfare management. Furthermore, HR staff are not specialised in HR in many supplier companies, with CEOs

also performing the role of HR managers. Thus, it is difficult to define HRM practices in the HRM departments in some supplier participant companies. This is because HRM in several supplier participant companies still works at a lower level administrative and maintenance-oriented HRM functionality. Hence, many HRM practices involve recruiting, paying, disciplining and developing people, rather than dealing with company strategy. However, participation in company strategy varies according to the size of the organisation (Cohen, 2015) such as the HRM practices in the MNCs deal with their company strategies. It can be said that the different HRM characteristics in each company may affect the application of CSR implementation. Thus, the key point is that successful CSR implementation is driven significantly by the prominence and nature of the HR function. In other words, HRM professionals are the micro factor that influences the engagement in CSR within the companies. Having discussed how CSR and HRM are constructed in the Thai automobile industry, it is now necessary to explain the relationship between CSR and HRM. We turn to this task in the next section.

7.2.3 The Relationship between CSR and HRM

The main research question addressed this thesis was what are the interpretations and perceptions of the relationship between the CSR and HRM of companies operating in Thailand? The findings of this research add value to the unexplored area of the relationship between CSR and HRM. The intersection of CSR and HRM may have employee-related implications that relate to employee wellbeing, equality, diversity, discrimination and work-life balance. However, the companies not involved with CSR in their strategy such as supplier companies may not implement CSR in their HRM functions. Therefore, drawing upon these findings this thesis advocates guidelines on the relationship between CSR and HRM for companies which want to be more involved with CSR in the HRM function. The research focused on the two-way relationship between the CSR to HRM and HRM to CSR approaches.

Firstly, the HRM to CSR approach is that adopted by many multinational companies and listed companies on the stock market which state CSR in the company vision, mission, goals, or objectives. This is what companies disclose to the public, showing that they are willing to deal with CSR. However, companies cannot achieve these goals if employees do not collaborate. Therefore, it is an important role for HRM to generate employee commitment to CSR by promoting and communicating the CSR concept to increase company CSR awareness (Jamali *et al.*, 2015). The results from the interviews showed a high level of agreement whereby HR staff did not clearly understand what CSR is. CSR was defined by interviewees as the reputation of management and the good public image necessary for affected stakeholder groups. Thus, the relationship between CSR and HRM was emphasised in the recruitment and selection section, with the aim that this would help HRM attract talented people to come and work with the company. The link between HR departments to CSR approach has worked well for MNCs in which employees participate in the CSR activities and this in turn helps to enhance the company's image which attracts and maintains talented employees. The practice of encouraging employees to contribute and support the CSR strategy is conducted by education and training practices from both inside and outside the companies (Edwards and Rees, 2011). Therefore, HRM has to educate employees on why CSR matters and what it means to the company (Hockerts *et al.*, 2008). It can be seen in the survey findings that HRM departments confirmed the idea that CSR knowledge and understanding were still necessary for all employees and CEOs. However, here, HRM has to follow and support CEOs, who influence HRM perceptions. Thus, if CEOs are not focused on CSR, HRM might not be involved with CSR. This is because HRM professionals have not taken any actions on the strategic partner role which will help CEOs see the importance of CSR implementation. Indeed, this finding in this study reflects the fact that HRM does not have a strategic role but rather performs the employee advocate role, facilitator and developer roles. The role of HRM such as strategic partner improved the

understanding of the application of CSR, in that it goes beyond philanthropy. Thus, the CSR implementation outcomes were driven by the HR functions and the purpose of HR.

On the other hand, the CSR to HRM approach is made up of CSR implementation in HRM practices. This is important because it shows how CSR principles such as equality, diversity, discrimination, and wellbeing are implemented into HRM functions. This is the main concept of the CSR to HRM approach and is a new task for HR (Stone and Deadrick, 2015). Investments, such as development and training in these employees, are valuable and provide an appropriate long-term sustainable advantage. This should help human resource management staff recognise the roles and functions of CSR. This implies that the relationship between socially responsible HRM and employees is concerned and focused on the development of labour standards and wellbeing in terms of diversity, equality, non-discrimination, human rights, and employee voice and labour rights, avoiding child labour, and paying a living/minimum wage. These CSR principles were highlighted by the interview results that were used in various HR practices. These constitute a key contribution of this research to the field of CSR and HRM through the examination of what CSR concepts can be implemented into HRM functions. These were usually implemented into the HRM functions via recruitment and selection, employee welfare, health and safety, and training. There were many supplier companies in the study that argued that the implementation of CSR into HRM practices remained problematic because HRM have no idea how to deal with all these issues. Combined with an unclear understanding of the CSR concept, implementing the CSR to HRM approach can be a challenge in these supplier companies. As in the section above the main findings are summarised below:

First, the study found that CSR involvement was influenced by the company tier, type and size based on the interviews. Large companies or MNCs were more able to practice CSR than supplier companies.

MNCs and large companies had the power to force the supply chain companies to implement CSR, which seemed to provide support for the agency, stakeholder, neo-institutional and legitimacy theories.

Second, the findings provide evidences to support the fact that public criticisms such as social and environmental pressures, economic pressures, and regulations drive companies to implement CSR. These factors make the company aware of the existence of corporate social responsibility.

Third, understanding of CSR was linked to religion and interpreted in terms of the advantage for the companies in this research. In fact, as presented earlier, the literature showed that companies in developing regions, such as Latin America, China, Africa, and Southeast Asia (Tran *et al.*, 2015; Trang and Yekini, 2014; Mukherjee and Chaturvedi, 2014; Chrisite and Hanlon, 2014) interpreted and practised CSR through philanthropic activities. This is based on socio-cultural factors such as religion, ethnicity, and culture, in the belief that this might help companies improve their reputation and increase their profits.

Finally, the results of this study confirm that in line with the HR transformation process (Ulrich *et al.*, 2009) can apply to transforming HRM department to sustainable HRM, especially in MNCs. The results revealed that HR staff need to understand the concept of sustainability and sustainable HRM and may have considered the strategic partner role in the transformation process. The utilising the CSR-HRM relationship is important factor to achieve sustainable HRM. This study found that sustainable HRM has the important flaw of a lack of understanding of the relationship between CSR and HRM, especially supplier companies is still in its early stage.

7.3 The theoretical Implications

The findings, in terms of the practical research for this study, add value to the theoretical knowledge underpinning the relationship between CSR and HRM. This section discusses the contribution of the study to the body of CSR and HRM knowledge with empirical correlations in order to help gain a clearer picture in this area.

The contributions of the findings of this study are significant for the development of existing knowledge on CSR and the position of CSR in the automobile industry. The extant literature on CSR implementation in the Thai automobile industry (Srisuphaolam, 2013; Martinuzzi *et al.*, 2011; Dusuki, 2008; Prayukvong and Olsen, 2008) lacks clarity on how companies can address CSR and what internal and external motivations impact the company in implementing CSR. This study contributes to these gaps by examining the relevance of CSR in the automobile industry. The findings relating to CSR in this industry have focused on the applications of CSR for external stakeholders, such as communities and environment through philanthropic activities. These philanthropic activities were resulted in a socially responsible company with social licence to operate in Thailand. The research findings also expand on the literature (D'heour, 2015; Misani, 2010) in terms of the application of CSR to the supply chain system. The findings reveal it is important to motivate supplier companies to implement CSR. The findings show the interesting link that supplier companies established between the responsible practices to improve competitiveness and financial results via philanthropic activities. Both MNCs and supplier companies expressed that supply chain management should try to concentrate on creating a favourable framework for responsible behaviour as a way to deal with CSR when addressing supplier companies. Furthermore, the findings of this research propose that the need for the understanding of CSR in local supplier companies is important to expand CSR activities beyond philanthropic behaviour.

The other key contribution of this research to the CSR field is the examination of how CSR can be embedded in HRM practices. The literature that does exist (Buciuniene and Kazlauskaite, 2012; Gond *et al.*, 2011; Cohen, 2010) examined the relationship between CSR and HRM practices in issues such as diversity, equality, fairness, work-life balance and quality of life. This integration of CSR within HRM practices has been inadequately addressed (Garavan and MaGurie, 2010). Thus, this research has attempted to extend the knowledge of the implications of CSR in HRM practices and contribute to this gap by examining the integration of CSR to HRM practices regarding employees as internal stakeholder. The findings of this study aim to contribute towards formalising CSR principles in daily HRM practices in Thailand. Thus, by examining HR practices in CSR, this study has provided a new focus on the two-way relationship between CSR and HRM in the company in which CSR can go beyond the philanthropic behaviour. This study seeks to make a unique contribution by exploring the integration of CSR and HRM. The theoretical implications of this research highlight the stakeholder theory to shed light on the relationship between the CSR and HRM fields. The findings, in particular, revealed that CSR needs to collaborate with HRM in order to embed CSR principles (e.g. diversity, equality, fairness, work-life balance and quality of life) with routine HRM functions (e.g. recruitment and selection, remuneration and welfare, training and development). The findings support that changes in some embedded CSR principles (e.g. diversity, equality, fairness) in HRM functions are the easiest and cheapest HRM practices for supplier companies. The highlight of this study reveals that supplier companies can learn how to integrate CSR in HRM practices by following MNC's best practices. The study provided greater detail to improve the understanding of the CSR principles constructed in HRM practices.

This research also provides contribution to the HRM field regarding criticism by scholars (Arrowsmith and Parker, 2013; Shen, 2011; Lam and Khare, 2010; Wirtenberg *et al.*, 2007; Guest, 2007) of the focus of the HRM role; however, they have done so with the lack of a practical framework. Thus, this research broadens the knowledge based on strategy and supportive roles. As regards the involvement of HRM in CSR strategy, the results from MNCs reveal that if HR is involved in the design and delivery of the company's strategy, then CSR is more likely to become part of the company's strategy and this is where the responsibility for CSR is placed with HR practices. Thus, the HR department may contribute to overall CSR strategy in the strategic partner role. The HRM department has supportive roles as developer, facilitator, employee advocate and administrative expert in developing, supporting and implementing CSR strategy. Thus, this study also contributes to verifying the HR roles in CSR within the Thai automobile industry context.

Another key theoretical contribution is the linkage of the incorporation of CSR and HRM to sustainable HRM. While many scholars (Krama, 2014; Prins *et al.*, 2014; Dawkins, 2012; Rompa, 2011; Ehnert, 2006) have attempted to investigate sustainable HRM, the link between the application of CSR in HR practices and sustainable HRM has not been addressed adequately. Thus, this study adopted Ulrich's transformation process to identify the relationship between CSR and HRM practice as necessary for companies to recognise and implement sustainable HRM. This develops the theoretical contribution on the extent to which sustainable HRM is related to the integration of CSR in HRM practices. Thus, it is has advanced the conceptual understanding of the CSR-HRM relationship.

7.4 Practical Recommendations

The findings are based on the understanding of CEOs and HRM managers within the automobile industry. The findings offer several potential advantages for practitioners on how CSR should have internal implications for HRM. First, the study encourages supplier companies to consider CSR implementation approaches, and practice CSR beyond the philanthropy concept. The findings suggest CEOs of MNCs and supplier companies should emphasise and embed CSR into HRM functions by addressing employees as the main stakeholders. As the GRI reporting (GRI, 2013) framework classified 84 indicators, of which 26 fall in the area of HRM. Thus, the HRM department should consider employee-related issues, such as equality, diversity, discrimination, ethical issues and wellbeing. This may help supplier companies provide evidence for MNCs that they have embedded CSR standards in the company and that they go beyond philanthropic activities. Thus, the CEOs of supplier companies should give priority to providing adequate training to promote CSR among HR staff. This study assists the HRM departments to develop a better understanding of CSR concepts. Also, CEOs can support the HR manager in developing CSR in the HRM department by addressing CSR standards in company strategy. This makes CEOs and HRM departments engage with social and environmental initiatives, which should result in much greater company benefits as well as global benefits. Furthermore, the study provides a framework for the roles of HR in implementing CSR. It analyses how the strategic partner, developer, facilitator, employee advocate and administrative expert roles of HR are applicable to implementing CSR. This can guide HR practitioners in developing their performance in implementing CSR. Research findings recommend that the strategic partner role is critical to successfully implementing CSR strategies, and that other roles such as facilitator and developer also drive CSR implementation in MNCs. Furthermore, this study also endorses that the HR of supplier companies may adapt the administrative expert and developer roles in supporting CSR implementation.

Second, the findings of this study, within the scope of the Thai automobile industry, could also be used in assisting other industries in going beyond the philanthropic concept. The HR managers and staff in supplier companies can adopt the institutionalisation of other CSR practices in MNCs suitable to their budget and performance. Moreover, the findings indicate the roles of HR in CSR such as strategic partner, employee advocate, educator, facilitator and administrative expert roles are appropriate to CSR practices. The finding reflects that HR manager requires strategic participation in company, where they communicate and work for achievement of company CSR goals. Thus, this can assist HR staff to develop their roles in the implementation of CSR. Thus, this research may provide guideline for HR practitioners to develop CSR implementation by showing the best practices and better understanding of the relationship between CSR and HRM.

Furthermore, the findings imply that the relationship between CSR and HRM require the government to take leadership action to promote CSR in the country. The study advocates government should focus on the internal CSR dimension and embed CSR in HRM functions to increase wellbeing of overall labour force.

Finally, again there is greater opportunity for educational institutions and universities looking for ways to understand the relationship between CSR and HRM, including CSR and HRM knowledge and theories. This collaboration of the latest theoretical, academic, conceptual frameworks and practical findings could form a foundational knowledge for CSR and HRM and their relationship. This creates opportunities to explore and demonstrate CSR and HRM in more depth in companies.

From the viewpoint of CSR and HRM involvement among SMEs, multinational companies, and large companies and academic institutions, this study has major implications in providing better insights into CSR, HRM, sustainable HRM fields.

7.5 Limitations of the Study

The research is not without several limitations. First, there are methodological limitations the sample size of this study might be open criticism. The sample from the interviews comprised ten participants, which might affect the representative validity of the research. The information gathered s from the questionnaires consisted of a sample size of 228 and for the website, 62. This helped gain an understanding of the study's themes. However, the purpose of the research was to offer in-depth understanding and to develop the relationship between CSR and HRM, rather than to be representative of the population.

Having the data collection derived from CEOs and HRM managers may also have some limitations due to the limitations on time, resources, budget, and management, whereby operation staff was not involved in this research. Employees, who are the main contributors to the relationship, could have been investigated because it would help to understand the relationship from the perspective of the employees themselves.

The next population limitation appears to lie in participants' biases about CSR in terms of green business and social expectations, which is a sensitive issue for participants to answer. This is because CSR may impact on a company's reputation. The respondents may not have been a tendency to talk up the data and want to provide negative answers. However, this research raised questions both positive and negative, to cross check the participants' answers, which helped to reduce the bias. For example, is your company strategy going beyond the expectations of society? and does your company identify where your processes have an influence on society? This was related to the halo effect by which all participants attempted to create positive impressions of the company to positively influence the researcher's opinion.

Finally, there is a translation limitation with this research. The interview questions and survey questions took place in Thailand. The researcher had to translate the survey questionnaires and interview questions from English to Thai in order for the participants to answer them. All interview transcriptions and questionnaires were done by the researcher alone. This may raise questions about the potential for research bias in translation. To avoid such a bias, however, these concerns were given to an external translator to approve the researcher's translation of both the questionnaire form and the interview questions. This was before the researcher sent the questionnaires out and started the interviews. Moreover, the interviews were tape-recorded in Thai. After the researcher translated them, they were sent to the translator, both the transcripts and tape-recorded audio, to confirm that the all transcripts were correct. Moreover, the data from the company websites used in this research was gathered from companies that have their websites in English precisely with the aim of reducing any potential problems arising about translation. With the above in mind, it is possible to address the identified limitations and explore the same given area in future studies.

7.6 Suggestions for Future Research

Future research could investigate the relationship between CSR and HRM in other geographical locations, possibly in developed countries. This would help to understand what various contextual variation factors influence the relevance of the relationship. Conducting research in other countries in the future would help to have comparative data and results regarding the relationship and would help to establish a framework for the relationship and to identify the contextual factors impacting on the relationship, as well as having comparative literature regarding the framework and relationship. Moreover, the relationship between CSR and other company factors, such as marketing, labour markets, distribution, company operations and services, and supply chain management, could all be

studied. Furthermore, from the HRM viewpoint, further research should look towards the future and determine HRM strategies for developing human capital, increasing efficiency, improving HRM practices by implementing CSR principles, enhancing manufacturing processes, ensuring products that are not harmful to the environment and responding to future social needs. Also, how companies implement CSR strategy through HRM roles, the perspectives of employees about the relationship between CSR and HRM; and, finally what factors influence the roles of HRM in implementing CSR strategy.

The research discovered that there was a knowledge gap between multinational companies and supplier companies, both of which interpreted the CSR phenomenon differently. To maximise the benefits of research, further study could investigate them separately, which will help to draw clear understandings about the implementation approaches.

The results of this research suggest that the overlap between CSR and sustainable HRM in particular could be studied in detail and further expanded upon. This is because both MNCs and supplier participants in this study had not yet recognised sustainable HRM. This raises other interesting question to what extent should can CSR concept help develop sustainable HRM, and how sustainable HRM is constructed in company.

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Appendix 1: CSR Principles

The seventeen principles of the United Nations Global Compact (2000) are the CSR principle guidelines for HRM to implement CSR. These are regulated by the following seventeen principles:

- Respecting human rights is a basic concept whereby the company respects protects, promotes, supports, fulfils and does not harm the human rights within and beyond the company. Specific human rights group the company should pay attention to include the disabled, children, women, migrant workers, older people, and indigenous people, among others. The company can support and respect human rights through its daily activities such as guaranteeing freedom of association. The company should address human rights issues so as to facilitate action on respecting human rights.

- Engaging employees in CSR activities is a concept whereby the company should address the adverse impacts of the social and environmental issues in which it is involved. Then, the company can recognise the opportunities to take action through social investment, philanthropy, public engagement, and partnership as CSR activities to make a positive contribution towards the protection and fulfilment of social and environmental expectations. Employees, who are citizens in the company need to participate and involve themselves in CSR activities. Thus, the company needs to educate employees through training and development, interesting work, involving them in activities, and giving them more time and opportunity to express themselves in the company (Mirvis, 2012). This will develop CSR behaviour engagement.

- Respecting labour rights refers to the respect for the rights of all employees, including freedom of association, and social issues related to employment (ECOLOGIA, 2011). This arises from the concept of employees being, human beings who need protection. Thus, the company should fulfil all laws, regulations, and obligations for employees as well as support labour unions.

- Avoiding child labour refers to ILO Conventions No.182 (1999) which set the minimum age for admission for employment in any case at not less than 15 years old for regular jobs and not less than 18 years old for hazardous jobs. Child labour refers to children who work at too early an age, meaning they are deprived of education, childhood, and may be taken away from their families. Clearly, this is because such actions are dangerous to children's mental and physical development, and safety. Thus, a company associated with child labour will see its image or reputation damaged. The company should be aware of and respond according to the policies and regulations covering child labour in each country as well as international standards. Moreover, the company should avoid hiring anyone under 18, and help children search for alternative services such as education services, and training and development systems, etc.

- As regards privacy, employees have the right to keep their personal information private and confidential. The company ensures that the data on employees is collected with their knowledge, is accessible to them, is accurate, complete, and up-to-date, and that access to this data and information should be strictly limited.

- Promoting a diverse workforce refers to the company employing individuals with a variety of different characteristics such as age, sexual orientation, religion, race, culture, ethnicity and includes people who look, act and think differently etc. Having different employees from diverse background can help the company create new ideas and innovation.

- Promoting non-discrimination refers to employees being selected based on their abilities to do the job or to be promoted and that there is no prejudice as concern age, HIV status, and sexual orientation at the workplace. Thus, the company should set standards regarding qualifications, experience, and skills for the recruitment, training, placement, and performance management of staff at all levels.

- Providing equal access to employment opportunities is the concept of considering and selecting employees for hiring or promotion without discrimination such as age, race, gender, religion, disability, sexual orientation, pregnancy, and criminal conviction status etc. It is important that employees should understand and be aware of their rights within the workplace.
- Ensuring career development for the disadvantaged refers to people who live in poverty and who are affected by the company and/or social situations and who have equal opportunities to work. This career development can be sponsored or supported by companies or the government or NGOs or third parties including schools or universities. Career development programs aim to improve the abilities of disadvantaged employees and offer certification for presentation to prospective employers (Holley, 2019).
- Paying a living/minimum wage refers to employers who should pay their employees a living wage. However, companies usually do pay minimum wage (Willard, 2014). Living wage is calculated from the ability of wages to provide quality of life such as food, clothing, rental housing, and transportation for employees and their families. On the other hand, minimum wage is fixed by law that provides basic living standards with the rate for the lowest wage that employers must pay to employees.
- Addressing work–life balance is the concept of balancing an employee's working life and private life. It maximizes employees' happiness and productivity, which benefits both employers and employees (Kutlilek *et al.*, 2002). The company and employees must look at suitable strategies to address, implement, and measure work-life balance. If this is lacking both employers and employees may suffer. For example, employees can work at home or away from the office which does not suit everyone. Some people enjoy their time away from home, and the office has more full facilities than home. Thus, work-life balance should equally benefit both employees and employers.

- Offering flexible working refers to flexible working hours and a flexible work station. Employees can enjoy more free time without commuting and have a more relaxed working environment. Employees can work at home and spend more time with their families without workplace rules.
- Providing stress management is a service that the company offers to cope with employee stress. The company can offer autogenic relaxation training courses, meditation courses, time management courses, and mental health treatment courses, and so on to keep the stress levels of employees as low as possible.
- Promoting health and wellbeing includes ergonomic, working conditions, yoga sessions, sporting events and many activities to ensure that employees have very good physical health.
- Enabling childcare, elderly care and caring for employees can relieve the load on employees with children and elderly parents in finding day care. This provides professional services for employees to take care of such groups and helps employees spend more time with their families as well as reducing parental leave, and loss of income.
- Dealing with HIV/AIDs in the workplace means “employees with HIV/AIDs will be protected against discrimination, victimization or harassment” (ILO, 2008, p.18). Thus, these employees must not suffer or be denied employment opportunities. Moreover, the company must handle HIV/AIDs in the workplace as a sensitive issues and manage it in a confidential and respectful way.
- Providing a good working environment refers to workplace culture, physical environment, health and safety, lifestyle practice, and a supportive workplace environment. A good working environment should never give employees the feeling that they do not want to work.

HR TRANSFORMATION

Readiness Assessment

When people understand the “why” of change they are more likely to accept the “what.” This simple principle is taught by a broad range of change specialists from the most academic of cognitive psychologists and change theorists to the most popular of self-help gurus. It is true not only in personal change (exercise, weight loss, anger management) but also in HR transformation. For personal change, when we fully grasp why we should change a personal behavior, we are more likely to change what we do. The context of a business setting captures the “why” of HR transformation. When HR transformation connects to the context of the business, it is more likely to be sustained because it responds to real needs. This means linking HR efforts not only to the business strategy, but also to the environmental factors that frame the strategy.

Before jumping in, we recommend you identify your level of readiness for HR transformation by answering how often each of the following statements are correct for your HR department.

Directions:

Circle the number that most closely approximates how often each of the following statements is true for your organization. Print off several copies to gather data from your HR Executive Team and key line leaders to get a full picture of your HR organization’s needs for transformation.

Scale: 1 Almost Never ◀.....▶ Almost Always 5

Phase 1: Business Case for Transformation

1. All our HR professionals have a strong understanding of the business, our competitors, and the external business environment.	1	2	3	4	5
2. We take an outside-in approach to HR work priorities based on external stakeholder (customer, investor, regulator, etc.) expectations.	1	2	3	4	5

Phase 2: Define the Outcomes

3. Our organization has clearly defined organizational capabilities that ensure strategy execution.	1	2	3	4	5
4. HR leaders focus on business results (by delivering organizational capabilities), not activities.	1	2	3	4	5
5. HR measurably contributes to the investor intangible value and customer brand reputation of the organization.	1	2	3	4	5

Phase 3a: HR Department Design

6. Our entire HR staff understands our HR strategy and can explain how their work ties to the strategy.	1	2	3	4	5
7. Our HR organization clearly differentiates transactional and strategic HR work.	1	2	3	4	5
8. HR is sized correctly (staff, costs) for the requirements of the organization.	1	2	3	4	5

Phase 3b: HR Practice Design

9. We have strong people, performance, information, and work processes that are directly tied to strategic organizational outcomes.	1	2	3	4	5
10. Our HR processes are effectively integrated; e.g., what we do in talent management is reinforced by our reward practices.	1	2	3	4	5
11. Overall, our HR processes are effectively aligned to our business strategies.	1	2	3	4	5

Phase 3c: Upgrade HR Professionals

12. We have clearly defined HR competencies, roles, and activities that directly tie to business success.	1	2	3	4	5
13. We do a good job of assessing HR professionals against competencies needed to deliver business success.	1	2	3	4	5
14. We actively invest in our HR professionals and tie our development investments to business outcomes.	1	2	3	4	5

Phase 4: Engage Line Managers and Others

15. Our people and organizational initiatives are led by line managers and enabled by HR.	1	2	3	4	5
16. HR helps gather customers' insights and ensures that the organization is designed to deliver on promises made to customers.	1	2	3	4	5
17. HR leaders understand investor needs and clearly align initiatives to deliver value for investors.	1	2	3	4	5

Scoring: Total your score for each of the items and write it below

Your Score

over 80:

You have already transformed your HR organization. Congratulations! Use this book to identify ways to continuously improve.

50 - 80:

You have a significant opportunity to improve HR contribution through a focused and well-organized transformation effort. Use this book to build and implement your plan.

under 50:

It is important that you begin work on your HR transformation immediately. Use this book to build and implement your plan.

Source: Ulrich and Allen, 2009

Appendix 3: Interview Schedule

Interview Schedule: The impact of Corporate Social Responsibility on Human Resource Management

Department within the Automobile Industry in Thailand.

A: Details of Interview Session

Date and Time:

Name:

Title and Role:

Company:

Gender: Male/Female

Age:

Time Taken for Interview:

B: Introduction: Thank you and Explanation

Thank you for agreeing to meet with me to be interviewed. My research is about the impact of corporate social responsibility on human resource management department within Automobile industry in Thailand. I am a PhD student in the Leicester Business School, De Montfort University, UK. So I am meeting with you to find out about your experiences of CSR in Human Resource Management functions.

This interview is confidential and the content when reported will be anonymous. Your name will not be referred to in any write up in my dissertation. Also, the name of your company will not be

associated with any particular comments. The interview should take about one hour, May I record this interview, please?

C: Questions about CSR the company

- a. Can you give me your title and explain your role in the company?
- b. Can you tell me what you consider 'CSR' to mean on your company?
- c. Can you describe to me the extent of CSR in your company?
- d. Is there a particular department responsible for CSR in your company?
- e. Can you explain to me the main priorities, which your company have in order to CSR activities?
- f. Does the company have a plan or strategy for CSR?

D: Questions about CSR in HRM function

- g. Can you describe to me the extent of HRM functions in your company?
- h. Is your HRM department implementing CSR?
- i. Can you tell me what are CSR activities in HRM functions?
- j. Can you tell me which approaches that you used to implement CSR? Inside-out, outside-in and shared value models , Why?
- k. Can you tell me the extent of CSR in HRM functions?
- l. Can you tell me how human resource staff understand and engage with CSR?
- m. Can you tell me which HRM roles important to implement CSR?
- n. Can you tell me which external and internal factors that might in any way influence the CSR in HRM?

- o. Can you tell me any internal and external obstacles, which might restrict the CSR in HRM?
- p. Can you tell me which internal and external benefits which might happen when you implement CSR in HRM?
- q. Do you think that the CSR trend in greater HRM department is desirable?
- r. Can you tell me what you consider sustainable HRM to mean on your company?
- s. Do you think that the CSR in HRM department can develop sustainable HRM?
- t. Can you tell me which factors are important to transfer HRM to sustainable HRM?
- u. Can you tell me what do you think about sustainable HRM process?
- v. Is there anything else that you would like to say about CSR in HRM and Sustainable HRM in your company?

Thank you very much for your time. Would you like me to send you the summary of the findings of my research?

De Montfort University

Faculty of Business and Law

Huge Aston Building, The Gateway, Leicester, Leicestershire,

United Kingdom, LE1 9BH.

Dear Sir/Madame

Please allow me to introduce myself. I am Suttimon Srichot and I am a PhD student at De Montfort University, United Kingdom. I am carrying out research on the impact of Corporate Social Responsibility (CSR) on Human Resource Management (HRM) within Automobile industry in Thailand.

The objective of this research is to identify what companies, in particular in the automobile industry, regard as "Corporate Social Responsibility" and to what extent they integrate the concept in human resource management department. This will enable me to gain the broadest possible and strategically most relevant view of these topics. This research employed interviews, the first of which I would like to interview the Chief Executive Officer or similarly-ranked staff in your company who has any involvement with CSR; and Human Resource Manager or a senior member of your Human Resource staff.

Both interviews are completely anonymous and we will be keep your interview strictly confidential. The outcomes of this interview will be presented in anonymous name without references to any particular interviewee. You have the right to agree or disagree to the use of a recorder (please inform before interview). You have freedom to leave the research any time. In order to provide information to the public, you will be informed publication details. The research data will be retained for a minimum of 10 years after the study has been completed. If you are willing to be interviewed please tick the box below.

☐ I willing to be interviewed

If you would like any further information about this research or have any queries about the data collection process, please contact me at the above address. In addition, you may wish to contact my supervisor, Dr. Kumba Jallow at the same address if you wish to seek reassurance about the research process. Thank you very much in advance for your kind help

Yours sincerely,

Suttimon Srichot

PhD student Leicester Business School De Montfort University, United Kingdom. +447526906261

suttimon.srichot@email.dmu.ac.uk

Appendix 4: Questionnaires

Questionnaire 1

The Impact of Corporate Social Responsibility on Human Resource Management Department within the Automobile industry.

(Depending on the question, more than one option can be chosen)

To enhance understanding, I would like to explain the technical terms and definitions used in the questionnaire to avoid confusion.

- Corporate social responsibility (CSR) is a concept whereby companies integrate social and environment concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

- Value chain is a chain of activities that a firm operating in a specific industry performs in order to deliver a valuable product or service.

- Stakeholders are a person, group, organization, member, or system who affects or can be affected by a company's actions.

Section A: About your company and you

1. Please state the name of your company.

--

2. Which level of the industry in your organisation in?

- ☐ 1st Tier
- ☐ 2nd Tier
- ☐ 3rd Tier

3. Which of the following best describes the activities, which your company operates?

- ☐ Manufacturing/Assembly
- ☐ Casting
- ☐ Pressing
- ☐ Plastic Process
- ☐ Rubber Process
- ☐ Machining
- ☐ Heat treatment

- ☐ Surface treatment
- ☐ Spraying – Painting
- ☐ Welding
- ☐ Trim (Fitting)
- ☐ Other (please specify).....

4. What is your company type?

- ☐ Multinational company :
Where is your headquarter (please specify).....
- ☐ Local supply chain company
- ☐ Other (please specify).....

5. How many employees does your company have?

- ☐ 1-50
- ☐ 51-200
- ☐ More than 200

6. What is your position in the company?

- ☐ CEO
- ☐ Vice President
- ☐ Director
- ☐ General Manager
- ☐ Other (please specify).....

7. Is your company involved with CSR in any way?

- ☐ Yes
- ☐ No
- ☐ Don't know

8. For how long has your company had a policies on or implemented CSR?

- ☐ 1-5 years
- ☐ More than 6 years
- ☐ Not yet implemented

9. How did you find out about CSR?

- ☐ Other companies
- ☐ Your competitors
- ☐ Local NGOs (please specify).....
- ☐ Business Associations (please specify).....

- ☐ Media (please specify).....
- ☐ United Nations
- ☐ Other (please specify).....

10. How is CSR structured in your company?

- ☐ No organisational CSR structure
- ☐ Own CSR department
- ☐ CSR as a function shared across departments
- ☐ CSR as a part of HRM
- ☐ Other (please specify)

Section B: Your Stakeholders

11. With which stakeholders is your company concerned? (By ranking each of the stakeholders listed below on a scale of 1 to 5? (i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

Stakeholders	Not at all	occasionally	often	continually
Employees				
Line Manager				
Government				
Investors				
Suppliers				
Customers				
Competitors				
NGOs				
Local Communities				
Other (please specify).....				

12. Thinking about your stakeholders why is your company interested in applying CSR? (Please choose all that apply)

- ☐ Competitive pressure
- ☐ Community pressure
- ☐ CSR pressure

- ☐ Social concern relating to products or services
- ☐ Environmental concern relating to products or services
- ☐ Export regulations
- ☐ Improving business performance
- ☐ Stakeholder demands
- ☐ Differentiation opportunities
- ☐ Attraction of new investors
- ☐ Attraction of new customers
- ☐ Legal/Regulatory obligations
- ☐ Others (please specify)

Section C: Your CSR activities

13. Which of the definitions below best describes CSR in your company?

(Please choose only one answer)

- ☐ CSR is good advertising and/ or good for public relation.
- ☐ CSR is associated with responsible practice and is the process of corporate social responsiveness and the outcomes of corporate behaviour, including impacts, policies and programmes.
- ☐ CSR is a concept whereby companies decide to contribute voluntarily to a better society and cleaner environment
- ☐ CSR is a firm's commitment to contribute to sustainable economic development, working with employees their families, the local community and society at large to improve their quality of life.
- ☐ CSR is the obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society.
- ☐ CSR can be a source of opportunity, innovation or competitive advantage, which an organisation needs to integrate into the core business operating and strategies.

14. Does your company formally adhere to one of the following initiatives/ standards/ indices in the fields of environmental, social and human rights or is planning to do so?

	Already Implemented	Planning to Implement	No Implementation Planned
ISO 9001			
ISO 14001			
ISO 26001			
SA 8000			
OSHAS 18001			
OECD Guideline			
UN Global			
GRI			
Other			

15. What are the important factors that your company considers before its implements CSR activities?

(Please choose all that apply)

- ☐ That CSR activities link to the company's strategies and that the company can undertake them.
- ☐ That CSR activities can help your company achieves its mission and vision
- ☐ That CSR activities engage long term with stakeholders and which requires a substantial commitment of resources
- ☐ That CSR activities contribute to the company's internal and external influence
- ☐ Other (please specify).....

16. What are the formal objectives of the company's CSR activities? (Please choose all that apply)

- ☐ Internal and external information provision
- ☐ Input on strategy formulation and assessment and/ or enhance communication tool
- ☐ Risk management
- ☐ To create value added and/ or enhance company performance
- ☐ To enhance employee commitment
- ☐ To establish a continuous improvement process
- ☐ To enhance innovation potential and creativity

- ☐ Strengthening of the corporate culture
- ☐ Reduction of customer complaints
- ☐ To increase resource efficiency
- ☐ Incorporation of sustainability criteria into procurement guidelines
- ☐ Concerning biodiversity
- ☐ Other (please specify).....

17. Please indicate those CSR activities that your company currently engages in or is planning to engage in (Please choose all that apply)

activities	Current	Future
Marketplace activities		
Workforce activities		
Supply chain activities		
Stakeholder engagement		
Community activities		
Environmental activities		

18. Which of the following would be the motivation of CSR implementation in your company?

Benefit list	Yes	NO
Risk management		
Increased competitive advantage		
Increased market share		
Increased customer loyalty		
Long-term survival		
Reduced regulatory pressure		
Talented employee attraction		
Employee loyalty		
Charitable contributions		
Community Development		
Reduced environmental problems		

19. What would be the biggest obstacles to integrating CSR strategies in your company? (Please choose all that apply)

- ☐ Lack of time
- ☐ Lack of know-how
- ☐ Lack of technology
- ☐ Lack of Employee motivation
- ☐ Lack of human resource department
- ☐ No benefits expected from CSR
- ☐ Others (please specify).....

20. To, what degree is your company committed to CSR? (Please Choose only one)

- ☐ CSR fits company strategy and goes beyond stakeholder expectations.
- ☐ Company accepts CSR fully and identifies CSR in business strategies as important part of planning.
- ☐ Company is concerned with CSR in limited ways and implements CSR programmes because it benefit the company.
- ☐ Company observes, recognises, and takes action on CSR to follow legal and ethical requirements.

21. To which part of your company has CSR has been applied?

- ☐ Strategically through mission and strategy
- ☐ Marketing
- ☐ Human resource
- ☐ Sales
- ☐ Financial
- ☐ Operation
- ☐ Supply chain
- ☐ Others (please specify).....
- ☐ None

Section D: CSR implementation

Please answer the following questions for your company?

	Yes	No	Do not Know
Is your company aware that its value chain affects society?			
Does your company identify any strengthening of the organisation using CSR?			
Does your company ensure that internal stakeholders commit to CSR before the organisation communicates it to external stakeholders?			
Does your company identify where your process have an influence on society?			
Does your company address social issues because your competitors do?			
Does your company see the CSR actions of your competitors as an opportunity and as a threat?			
Does your company choose which important social issues are to be addressed?			

	Yes	No	Do not Know
Does your company identify the social issues in isolation, separately from operational issues?			
Does your company identify the social issues as integrated into the value chain?			
Does your company identify the social issues as a part of its competitive environment?			
Does your company integrate and respond to society' expectations of your company's practices?			
Is your company strategy going beyond the expectations of society?			
Does your company integrate the social dimension into its strategies?			
Is your company influenced by CSR to redesign products and to reconceive its markets?			
Does your company redefine productivities in the value chain to allow it to develop its production system?			
Is your company is supported by local clusters to improve its productivities?			

22. Have you any further comments about CSR in your company? If so, Please write these down below.

.....
.....
.....
.....

Are you willing to be interviewed about CSR in your company as a follow-up to this questionnaire? If so, please write down your name, contact number and email address below and I will get in touch with you.

☐ I am willing to be interviewed

.....
.....
.....

Thank you very much for completing this questionnaire.

Suttimon Srichot

PhD student

Leicester Business School

De Montfort University, United Kingdom.

Questionnaire 2

The Impact of Corporate Social Responsibility on Human Resource Management Department within the Automobile industry.

(Depending on the question, more than one option can be chosen)

To enhance understanding, I would like to explain the technical terms and definitions used in the questionnaire to avoid confusion.

- Corporate social responsibility (CSR) is a concept whereby companies integrate social and environment concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. CSR engages in human resource management practices that respect in human rights, concern with social protection and employee welfare, provide health and safety at work and expand the empowerment. CSR therefore is a strategic issue that pervades departmental boundaries and influences the way the organization does its business and relates with its stakeholders, both internally and externally. On the other hand, the HRM function has a pervasive responsibility for the employees, which affects all units and departments in the organization. Hence, CSR can broaden the HR agenda, which involved in managing human asset and is a significant way for HR to positively affect company performance.

- Sustainable human resource management is a concept whereby the human resource management department is concerned with long term social and economical efficiency through its functions.

- Value chain is a chain of activities that a firm operating in a specific industry performs in order to deliver a valuable product or service.

- Stakeholders are a person, group, organization, member, or system who affects or can be affected by a company's actions.

Section A: About your company and you

Please state the name of your company.

--

1. Which level of the industry is your organisation in?
 - ☐ 1st Tier of Car
 - ☐ 2nd Tier of Car
 - ☐ 3rd Tier of Car

2. Which of the following best describes the activities which your company operates?
 - ☐ Manufacturing/Assembly
 - ☐ Casting
 - ☐ Pressing
 - ☐ Plastic Process
 - ☐ Rubber Process
 - ☐ Machining
 - ☐ Heat treatment
 - ☐ Surface treatment
 - ☐ Spraying – Painting
 - ☐ Welding
 - ☐ Trim (Fitting)
 - ☐ Other (please specify).....

3. How many employees does your company have?
 - ☐ 1-50
 - ☐ 51-200
 - ☐ More than 200

4. What is your position in the company?
 - ☐ Human Resource Director
 - ☐ Human Resource Manager
 - ☐ Human Resource Senior staff
 - ☐ Other (please specify).....

5. What is your company type?
 - ☐ Multinational company :
Where is your headquarter (please specify).....
 - ☐ Local supply chain company
 - ☐ Other (please specify).....

6. Who are the current stakeholders that your HRM department has engaged with? (Please indicate the extent of this engagement)

Stakeholders	Not at all	Occasionally	often	Continually
Employees				
Line Manager				
Government				
Investors				
Suppliers				
Customers				
Competitors				
NGOs				
Local Communities				
Other (please specify).....				

7. What are the formal HRM objectives in your company? (Please choose all that apply)

- ☐ Employability
- ☐ Pleasurable work
- ☐ Individual responsibility
- ☐ Social contracts
- ☐ Health and safety
- ☐ Social legitimacy
- ☐ Accountability to stakeholders
- ☐ Competitive advantage by improved performance
- ☐ To take a long term view of HRM
- ☐ Other (please specify).....

8. Please indicate which of the following statements best describe the HRM strategies in your company. (Please Choose one answer)

- ☐ Focusing on the development of employee competencies and employee performance
- ☐ Focusing on the recruitment processes and measurement
- ☐ Involving external experts (e.g. consultants) and giving them autonomy

- ☐ Offering learning opportunities and internal promotion to employees in accordance with equal opportunity policies
- ☐ Other (please specify).....

9. Please indicate which of the following statements best describes the character of your HR department. (Please choose only one answer)

- ☐ Service Centre (concerned with administrative task)
- ☐ Corporate HR (concerned with corporate culture and identity)
- ☐ Embedded HR (Business partner)
- ☐ HR Centre of expertise (creating services programmes aligned with the capabilities driving business strategy)

10. Which of the following are HRM's outcomes? (Please choose all that apply)

- ☐ Productivity
- ☐ Profits
- ☐ Effectiveness
- ☐ Efficiency
- ☐ Employee Commitment
- ☐ Lower Employee Turnover
- ☐ Equity
- ☐ Perceived Fairness
- ☐ Skill Development
- ☐ Knowledge Management
- ☐ Other (please specify).....

Section B: Human Resource Management and Corporate Social Responsibility
--

11. Please indicate which are the most importance roles of the HRM department in your company and which are the important roles to enable CSR implementation by ranking each of the role lists below on a scale of 1 to 5. (i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

Role List	HRM role	HRM roles for CSR implementation
Adviser		
Problem solver		
Facilitator		
Change agent		
Employee Advocate		
Functional Expert		
Strategic Partner		
Developer		
Leader		
Innovator		
Regulator		
Other(please specify).....		

12. What are the CSR activities designed to engage employees in your company?

(Please choose all that apply)

- ☐ Volunteer for community support
- ☐ Donations to support public welfare
- ☐ Enable the collecting recycling material
- ☐ Blood donation
- ☐ Other (please specify).....

13. Does your company formally implement CSR in the HRM functions which adhere to one of the following functions?

HRM Functions	Already Implemented	Planning to Implement	No Implementation Planned
Strategic HRM			
Recruitment and Selection			
Learning and Development			
Performance Management			
Remuneration			
Reward Management			
Labour Relations			

HRM Functions	Already Implemented	Planning to Implement	No Implementation Planned
Health and Safety			
Ongoing research into HRM/CSR			

14. Please indicate which of the following activities take place CSR in your HRM department.

(Please choose all that apply and please also indicate the extent to which these are also CSR activities

i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

CSR activities	Current	Future	How far you caused in this to be CSR?				
			5	4	3	2	1
Respecting human rights							
Engaging employees in CSR activities							
Respecting labour rights							
Avoiding child labour							
Respecting privacy							
Promoting a diverse workforce							
Promoting non-discrimination							
Providing equal access to employment opportunities							
Ensuing career development for the disadvantaged							
Paying a living/minimum wage							
Addressing work-life balance							
Offering flexible working							
Providing stress management							
Promoting health and wellbeing (sport or gym facilities, wellness programme, exercise classes, etc.)							
Enabling child care, elder care and caring for employees							
Dealing with HIV/AIDs in the workplace							
Providing a good working environment							

15. Please indicate whether the following statement apply in your company.

Statements	Yes	No	Don't Know
- Does your company expand its HR policy to include CSR practices relating to employees such as diversity, human rights and employee voice?			
- Does your company communicate CSR strategies to help formulate employee involvement?			
- Does your company determine that employees are involved in CSR?			
- Does your company identify measures in which CSR can develop company performance?			
- Is your company concerned with an HRM system that includes human rights and labour rights?			
- Does your HRM department integrate CSR concepts such as equality, diversity, and discrimination into recruitment and selection?			
- Does your company do the above to enhance the organisation image?			
- Does your HRM department identify CSR as a competency that applies to recruitment and selection requirements?			
- Does your company employ local people for local jobs?			
- Does your HRM department provide information and guidelines to increase awareness and knowledge of CSR?			
- Does your HRM department design and provide training, learning and development in CSR programmes?			
- Does your HRM department integrate CSR concepts through training programmes?			
- Does the HRM department identify CSR as a performance indicator?			
- Does the HRM department identify CSR as a competencies indicator?			
- Does the HRM department identify CSR as a management target to reinforce employee personal incentives?			
- Does the HRM department design a motivation, remuneration and reward management system based on CSR initiatives?			
- Is the HRM department concerned with freedom of association?			
- Does your company support labour union participation in CSR initiatives?			
- Are the jobs in your company mostly permanent?			

Statements	Yes	No	Don't Know
- Does your company have a good and equal opportunity for development?			
- Does your company support and encourage employees contribute in decision-making processes?			
- Does your company provide retirement programmes for employees?			
- Does your company provide layoff programmes for employees?			
- Is your HRM department aware of its value chain effect on society?			
- Does your HRM department identify any strengthening of the organisation by having CSR activities in place?			
- Does your HRM department certify that internal stakeholders commit to CSR before the organisation communicates it to external stakeholders?			
- Does your HRM department identify those functions, which have an influence on society?			
- Does your HRM department implement CSR activities on its functions?			
- Does your HRM department have any influence an how the company responds competitively, especially to social concerns?			
- Does your HRM department responds to your competitors' CSR actions as opportunities and threats?			
- Does your HRM department choose which important social expectations to address?			
- Does your HRM department identify social issues in isolation, separately from operational issues?			
- Does your HRM department identify social issues as integrated into the value chain?			
- Does your HRM department identify social issues as a part of its competitive environment?			
- Does your HRM department create its own HRM mission?			
- Is your HRM department strategy going beyond the expectations of society?			
- Does your HRM department integrate and respond to society' expectation in to HRM's practices?			
- Does your HRM department integrate the social dimension into its strategies?			
- Does your HRM department reconceive its services by increasing innovation?			

Statements	Yes	No	Don't Know
- Is your HRM department supported by local clusters to help its improve?			

Section C: Sustainable Human Resource Management

16. Please indicate which of the following statements below best describe Sustainable HRM.

(Please choose only one answer)

- ☐ Sustainable HRM could be involved with five aspects, which are provision of health insurance, the effects of layoffs, work hours and work-family conflict, work stress and inequality.
- ☐ Sustainable HRM is HRM department's process to help employees to help themselves which then reconsiders the organisation's objectives.
- ☐ Sustainable HRM is the capacity of organisations to create value, and renew wealth through the application of human resource policies and practices.
- ☐ Sustainable HRM is using the tools of HR to create a workforce that has the thrust, values, skills, and motivation to achieve a profitable triple bottom line
- ☐ Sustainable HRM is long-term socially and economically efficient recruitment, development, retention, and retirement of employees.
- ☐ Sustainable HRM is what organisations themselves have to do to in their environments to have access to highly qualified people in the future.

17. Considering the following sustainable HRM objectives, please score each of the statements below on a scale of 5 to 1 (i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

objectives	5	4	3	2	1
Value creation, performance and long-term success					
Obtaining legitimacy for managerial action					
Strengthen a company's reputation and image					
Creating accountability and transparency to employees					
Improving the quality of life for employees and societies					
Creating trust and trustworthiness					
Improving employee satisfaction					
Other(please specify).....					

18. Please indicate what you think best describes the factors that influence Sustainable HRM by scoring each of the factors below on a scale of 5 to 1 (i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

Influence factors	5	4	3	2	1
Corporate social responsibility					
Code of conduct					
Competitors					
Social standards					
Labour Market					
Business cycle					
Legislation					
Management style					
Trade unions					
Employee involvement					
Organisational policies					
Organisational culture					
Leadership style					
Workplace systems					
Other (please specify).....					

Section D: Human Resource Management Transformation

19. Please indicate the extent to which you agree with following statements about the HRM professionals in your company on a scale of 5 to 1 (i.e. 5= Very important; 4 =important; 3 = Neutral; 2 = Low important; 1 =not at all important)

Statements	5	4	3	2	1
Business case for Transformation					
All your HR staff have a understanding of CSR					
All your HR staff have a understanding of sustainable HRM					
All your HR staff have a understanding of company's stakeholder expectations					
Define the outcomes					
HR measurably contributes to company profitability					

Statements	5	4	3	2	1
HR measurably contributes to employee performance					
Your company has measure of competence to assess present and future jobs					
Your employees have engagement within your company					
Your employees have commitment to your company					
Higher productivity is an important key performance indicator					
Employee turnover is decreasing every year (for the last five year)					
Your company can attract and motivate talented employees					
Your company is willing to be concerned with human rights					
Your company is willing to be concerned with labour rights					
Your company is willing to be concerned with work-life balance					
HR department design					
All HR staff understand your HR strategy					
Your HR organisation clearly differentiates transactional and strategic HR work					
HR is sized correctly for the organisational requirements					
Your HR strategy includes the concept of CSR					
Your HR staff employ strong performance, information and work processes that directly support strategic organisational outcomes					
Your HR staff employ strong performance, information and work processes that directly support CSR activities					
Your HR staff employ strong performance, information and work processes that directly support Sustainable HRM					
Your HR processes are effectively integrated (your HR practices present a consistent point of view and focus on how and why your organisation manages its human assets)					
Your HR processes are effectively aligned to your business strategies					
The upgraded HR Professionals					
Your HR department has clearly defined HR competencies, roles and activities that directly related to business outcomes					
Your HR department has clearly defined HR competencies, roles and activities that are directly related to CSR					
Your HR staff do a good job of assessing HR professionals against competencies needed to deliver CSR					

Statements	5	4	3	2	1
Your company invests in HR staff					
HR Accountability					
Your HR leader has designed the process and worked to implement the CSR concepts					
Your HR leader has designed the process and worked to implement the Sustainable HRM processes					
Line managers align to CSR issues and work with HR to implement CSR					
External guidance is provided to develop HR competencies					

20. Have you any further comments about CSR and HRM in your company? If so, Please write these down below.

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21. Have you any further comments about sustainable HRM in your company? If so, please write these down below.

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Are you willing to be interviewed about CSR, HRM and Sustainable HRM in your company as a follow-up to this questionnaire? If so, please write down your name, contract number and email address below and I will get in touch with you.

☐ I am willing to be interviewed

.....

.....

.....

Thank you very much for completing this questionnaire.

Suttimon Srichot

PhD student

Leicester Business School

De Montfort University, United Kingdom.

De Montfort University
Faculty of Business and Law
Huge Aston Building, The Gateway, Leicester, Leicestershire,
United Kingdom, LE1 9BH.

Dear Sir/Madame

1. Introduction

Please allow me to introduce myself. I am Suttimon Srichot and I am a PhD student at De Montfort University, United Kingdom. I am carrying out research on the impact of Corporate Social Responsibility (CSR) on Human Resource Management (HRM) within Automobile industry in Thailand.

The objective of this research is to identify what companies, in particular in the automobile industry, regard as "Corporate Social Responsibility" and to what extent they integrate the concept in human resource management department. This will enable me to gain the broadest possible and strategically most relevant view of these topics. This research has two questionnaires, the first of which I recommend be completed by the Chief Executive Officer or similarly-ranked staff in your company who has any involvement with CSR; and the second I would request be completed by your Human Resource Manager or a senior member of your Human Resource staff.

Both questionnaires are completely anonymous and we will be keep your responses strictly confidential. The outcomes of this questionnaire will be presented in aggregate numbers without references to any particular respondent. The research data will be retained for a minimum of 10 years after the study has been completed.

If you would like any further information about this research or have any queries about the data collection process, please contact me at the above address. In addition, you may wish to contact my

supervisor, Dr. Kumba Jallow at the same address if you wish to seek reassurance about the research process. Thank you very much in advance for your kind help

Yours sincerely,

Suttimon Srichot

PhD student Leicester Business School De Montfort University, United Kingdom. +447526906261

suttimon.srichot@email.dmu.ac.uk

Appendix 5: Statistic Formulations

1. Sample size: Yamane

The sample sizes at a 95-confidence level. "When n is a sample sizes, N is the population size and e is the level of precision" (Israel, 1992, p.4)

$$n = \frac{N}{1 + N(e)^2}$$

From this formula, the population is four hundred and eighty nine organisations and prefer 95% confidence.

$$n = \frac{489}{1 + 489(0.05)^2}$$

The sampling fraction is calculated by this formula where n is the sample size and N is the population size.

$$\text{Sampling Fraction} = \frac{n}{N}$$

$$\text{Sampling Fraction} = \frac{220}{489}$$

2. The total response rate and active response rate formulations

$$\text{Total response rate (CEO)}(\%) = \frac{\text{total number of responses}}{\text{total number in sample-ineligible}} \times 100$$

$$\text{Total response rate (CEO)}(\%) = \frac{124}{220-32} \times 100 = 60.2\%$$

$$\text{Total response rate (HRM)}(\%) = \frac{104}{220-32} \times 100 = 51.5\%$$

Appendix 6: Interview Transcripts

Thai company = GM1

General Manager = GM1

Face to Face: 15 Jan 2014: 11.00

45 minutes

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: It is important for our company because the idea of CSR makes the company aware of the environment and society. We are not alone in this world, and we need to return something to society. However, our company did not do many activities for CSR. From my point of view, I think that CSR is activities that are involved with the environment and charity.

Observation: The interviewee is not confident with his answer. This might be because he did not have much knowledge about CSR.

Q: Can you describe to me the extent of CSR in your company?

A: We carried out charity work for government organisations when the disasters were occurring in Thailand such as the flooding and the tsunami. I made many jackets with our company logo for motorcycle taxi riders and aprons for female cooks at the weekend markets and schools that are located near our company. Our company has also recruited students from rural areas to work with our company as trainees during the summer term and we have paid them equally to our employers in the same position.

Q: Is there a particular department that is responsible for CSR in your company?

A: No, we do not have a particular department because our company is small and it is not necessary to have a department to do this.

Q: How is your company managing CSR activities?

A: CSR is dependent on the CEO's strategy; he assigns activities to different departments depending on what the project involves. For example, the marketing department made the jackets for the motorcycle taxi riders, or the human resources department asked employees to donate their money to different charities.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Our mission is to carry out charity work that benefits society. We have donated our money to orphanages and to a temple in Uthai Thani province every year.

Q: Does the company have a plan or strategy for CSR?

A: As I said, our company has set a budget for donations each year. This is in our plan, but the budget is dependent on the company profit and how much money the employees donate.

Q: Why did you decide to do these CSR activities? (Filter) Why were these activities important to your company?

A: After the tsunami and flooding in Thailand, I realised that environmental issues are important and might affect our company in the future. In addition, we are Buddhists and we believe in retribution – that eventually we will be punished for our bad deeds (karma). Therefore, we are doing good deeds such as charity work because what goes around comes around. Other activities that we have already done will promote our company's name and create a good image.

Q: Do you think your production line and our products cause any harm to humans, the environment or society?

A: I think that we are a small company. Our production or products do not cause any social problems. However, we are trying to reduce our waste and pollution.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: We have 300 employees and half are migrant workers from Myanmar, Cambodia and Lao. The department's main duty is to deal with the Alien Employment Act 1978, the Labour Protection Act 1998 and the Social Security Act 1980. The HR department works with recruiting, training and salaries.

Q: Is your HRM department implementing CSR?

A: No, we have not implemented CSR in the HRM department. We just acknowledge that CSR is important for our company because in the news and society people talk about this, especially global warming.

Q: Can you tell me what CSR activities in HRM functions are?

A: I have no idea. What are they?

Q: Can you tell me about the routine activities in your HRM department? Do you have any discrimination issues or diversity, human rights, labour rights, equality?

A: OK. I know it, our company recruits new workers without any bias and we treat everyone equally. When they apply for work, we are concerned with their education and their personality, and whether these are a good fit with the job. We give equal opportunities to our employees to receive any welfare

and training that we provide. The employees can get a promotion to a higher position if they have the ability to do it. We seek employees within the company before seeking them from outside for new positions.

Q: How do the different political issues affect your employees or your company?

A: No, we have political issues in Thailand but our company does not pay attention to these. However, we give our employees the opportunity to participate in politics if they like at the weekend. We do not judge employees on their different political opinions. We can accept any different political viewpoints, but their activities should not affect their work. However, we do not allow anyone to put up any posters or display any motto in support of any political side inside our company.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: I do not understand what all these approaches are.

Q: That is not a problem. Please tell me: what are your human resource activities? Why do you provide these human resource activities? Can you tell me the extent of CSR in HRM functions?

A: Our wages are higher than the minimum rate (300 Thai baht/day, ~£5.54/day) because we need workers on our production line, but Thai labourers always prefer to work with big companies or famous companies. We are trying to recruit labourers who live near our company. Therefore, we pay a higher salary and need to hire migrant labour. We provide many training courses, such as English language, computing, safety and health, and courses that are involved with our products. We cooperate with the Thai Automobile Association to arrange some training courses such as TQM, and the Toyota Way. We also have on-the-job training in every position. We provide lunch for our employees and employee shuttles because our company is located quite far from a main road. We have an annual health check-up. We try to do everything under the labour laws.

Q: For the migrant labour, do you do the same?

A: Yes, we follow the government instructions. We register them to the system and treat them the same as Thai labour.

Q: Why do you do these activities?

A: I want the employees to stay with us as long as they can. I never fire anyone, but the employees will resign when they get a new job that can pay them more. I am trying to treat our employees as my family, as my father has done before. However, I would like to decrease our turnover rate, because if it is very high, that means I have to spend more money to recruit and train new people.

Q: Do you have any connection with any university or education?

A: Yes, we receive students to work here as trainees.

Q: Do you have any social pleasures that influence your human resource activities?

A: Only laws.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: Our staff have a little knowledge about CSR. They recognise that CSR is an environmental trend and charity work that the company has to be concerned with. We do not have a training course about CSR. However, I might arrange one for them very soon.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: I am not sure about this, but now the HRM department do their job as facilitators and provide HR services for our company, such as payroll, social security funds, training and welfare. They do routine HR services and some projects that involve employees, such as asking employees for donations.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: External factors might be laws, competitors and communities near our company. Internal factors could be HR people and the CEO's knowledge. The CEO is important because they might make a decision to do or not do something in the company.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: Information about CSR and our staff's knowledge about this topic are huge obstacles. What does CSR really mean? Why is CSR important? How does it work in real situations? How should it be implemented in HRM functions? These are all questions that would make our staff and me understand what CSR is before our company implements it. However, the information about CSR in Thailand focuses on marketing and the image of the company. It does not explain how CSR is involved with HRM. These are some obstacles for many small companies. However, if you ask large companies such as Toyota, Honda and Nissan these same questions, you will get different answers, since those companies have already done CSR and they also have the money to launch this trend.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: A better society, and environmental problems are reduced. In addition, I think that our labourers in Thailand would have more quality and ability to work. Then they would have a better life and better quality of life. For the company, there should be more profits and more production of quality products.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: I am not sure about this, because from my point of view HRM staff do not know much more about CSR and how CSR is involved with HRM.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: No, I am not able to consider it. I am not sure what sustainable HRM is.

Q: SHRM is the concept of how to deploy employees and then develop and increase their performance in the long term to prepare them for their future employment in the labour market in the event that they leave your company. Do you have any activities for this concept?

A: I see, but I am not sure our company can apply sustainable HRM. We do not have anything like this.

Q: Do you have any training courses that aim to develop employees' skills that are not related to work?

A: No. We only have training courses that relate to employees' jobs.

Q: Do you allow your employees to work from home?

A: No, we do not have any kind of job that allows employees to work from home. They need to come to the company and they must come to work on time.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: From your explanation, I think that CSR can definitely develop sustainable HRM. It is just like a root of sustainable HRM.

Q: Can you tell me which factors are important in order to transform HRM into sustainable HRM?

A: The first is HRM staff themselves. They should know about the circumstances that are involved with their job. Then the government should be more concerned with CSR and labour quality, which also links to our education system.

Q: Can you tell me what you think about the sustainable HRM process?

A: I am sorry, I have no idea about this.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: I will let my HR staff learn more about CSR and how it links to their work. I think that will help to develop our employees and also our communities and society.

Q: Any more suggestions? Thank you very much for your time.

Company 2

MNC=HRM1

Human Resources Manager

Face to Face: 27 Jan 2014: 13.30

1 hour

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: CSR is not an important topic in our company. We only concentrate on our jobs. However, in the past, before our company was taken over by Japanese investors, we did many CSR activities. Lady Pronthip Narongdej, whose family founded the Siam Motors and Nissan group in Thailand, did many social activities and a significant amount of charity work for NGOs and Royal projects in Thailand until she received the position of Lady from His Majesty the King. In addition, Siam Motors was awarded the Royal Garuda Emblem by His Majesty the King because our company was recognised for its honesty in business and for bringing prosperity to the nation. These mean our company did many activities to benefit our society. Since Thai investors sold all their stock to Japanese investors, everything has changed. Our company is concerned with profit, improved performance by improved employees' ability and greater productivity, while the CSR activities are defined as cost with a low return.

Q: Can you describe to me the extent of CSR in your company?

A: So, we do some charity work. CSR was more highly recognised after the tsunami in Japan in 2011. Thai people and our employees donated a lot of money to the Japanese government. This made our executive board acknowledge that CSR is important. However, they only do charity work or participate in government activities.

Q: Is there a particular department that is responsible for CSR in your company?

A: No. Our company does not have a CSR department now. However, before we were taken over, Lady Pronthip was responsible for these kinds of activities. She had her own department, which dealt with CSR and social activities. She founded the Think Earth Foundation, which works with social and environmental activities such as reforestation, and scholarship for students from rural areas.

Q: Which department has responsibility for CSR activities now?

A: The human resource management department has responsibility. However, it has not launched many activities, just some charity activities.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Charity work and participation with NGOs and government departments when we have been asked.

Q: How do you decide which CSR activities you will participate in (filter)?

A: We pick up activities that will make us well known.

Q: Does the company have a plan or strategy for CSR?

A: No, we do not have a CSR strategy. If our company wants to do CSR activities, we will do them like a small project. I need to tell you something: since we changed shareholders, our company has changed its culture too. Before the change, our company did business as a family company. The company was concerned with our employees' lives and social activities, because these kinds of activity formed our company's image. Now our company is only concerned with work and focuses on production, quality of products (we have ISO 9001 certification), customers' satisfaction, employees' performance, and reducing cost and waste. Our company has a vision, which is "The power comes from inside", and this focuses on the customer. The driving force is value creation, and the measurement of success is profit. Therefore, CSR is not in our strategies today.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: We have HR headquarters located at Nissan Manufacturing at Bangna Road Km 21. For the other companies in the Nissan group there is a small HR department, which has two to three HR staff. The headquarters constructs HR strategies, which are followed by the other branch.

Q: Is your HRM department implementing CSR?

A: No. We provide the training about CSR only because employees need to know why it is important for our products. The nature of our production and our products means that we need to be concerned with the effect of them on the environment. Because of climate change and global warming issues, customers and the government expect us to do something about the environment. We are doing this through CSR.

Q: Can you tell me what your CSR activities in HRM functions are?

A: We provide only training courses about CSR, climate change and global warming to let our employees understand that these are important to our products and our company. According to automobile industry trends, our competitors try to develop their products to protect the environment, and consumers are concerned about environmental problems and also about fuel pricing, which is increasing, too. This makes customers more concerned about environmental issues and living costs.

Consequently, we need to understand these issues too. That will show us the way to develop our products in order to meet customers' demands and compete with our competitors.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: I am not sure about these approaches.

Q: OK. Can you tell me about the extent of CSR in HRM functions? Then I will understand which approaches your company has used.

A: Our company focuses on training and learning and developing employees' performance. These are the main priorities for the HR department. We have many training courses about employees' work in Thailand and Japan, on-the-job training for every position, DVD learning, e- learning, an employee exchange programme between Japan and Thailand for engineers, and study trips to Japan. We usually send our employees to take training courses in Japan for three months, six months or a year. We also send our employees to participate in the Board of Investment of Thailand (BOI) training courses. We spend 8,000 Thai baht (~£148.148) a year on each employee. This money allows our employees to choose the courses that they want to study by themselves. We also have in-house training courses on 600 topics, such as Thai language courses and Japanese language courses; however, most of them are related to our work. We did not focus on the training courses outside our work. In addition, we pay any medical treatment fees for our employees and their family when they get sick. We allow employees to join a labour union because of the law. We also do routine HR jobs such as payroll, social security insurance, welfare and training.

Q: Does your company allow employees to work from home?

A: No, we do not allow them to work from home. However, since Thailand had a protest at New Year we do not allow our employees to work overtime because we are concerned about their safety if they are going home at night.

Q: Do you have any discrimination issues or diversity, human rights, labour rights, equality?

A: We do not have many discrimination problems – only one problem, which is trying to avoid recruiting the third gender (transgender). Our executive board managers are from Japan, where their culture does not accept the third gender. I have asked them why, and they have always said, "I am scared when I work with them." I think that is because of culture; however, for Thai workers, we do not have problems to work with the third gender.

Q: Does your company do anything about work–life balance?

A: We have only free medical treatment for employees and their family, which includes only their parents, wife or husband and their children.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: No, I think that HR staff do not understand much about CSR. They might understand just basic CSR, such as the meaning and focus on charity activities.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: For CSR, the HRM department has developer and facilitator roles. We just set the training courses about CSR and ask employees to participate in CSR activities.

Q: What is the role of HRM in your company?

A: According to our vision, "The power comes from inside", the HRM department is trying to expand that idea and set our employees' mindset in the same culture, which is cross-functional, cross-cultural, transparent, learning orientated, frugal and competitive. I will give you a document that shows the meaning of these. Consequently, the HRM department has to deal with this by implanting this culture in employees' working lives. We have KPI and competencies to evaluate our employees each year, which we hope helps our employees to improve their performance. Nowadays, we are seriously concerned with profit and good employee performance to beat our competitors. Increasing profit and employee performance are the first priority of the HRM department. In addition, we are trying to control the turnover ratio, because we invest in training employees so much and we need them to stay with us as long as they are able to work for us. However, we still have a brain-drain problem to our competitors, who can pay much more than us. We are trying to increase incentives to attract and keep the talented employees, but they are still moving to other competitors. It looks like our employees are not engaging with the company. Moreover, we also have an extra duty, which is to manage our system server for our company too. I have no idea why the HR department is responsible for computer technology, but our company did not hire any technicians to do this work. So we just sent HR staff to study more about computer systems.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: I think it might be the law and the government that force us to deal with CSR in HRM. If there was not law enforcement, our company would not do anything about CSR. I think the internal factor would be CEOs, because they give us strategies and policies. If they did not support us in relation to CSR, we would not do anything either. Nowadays, our company is going a different way compared to the past; we are not concerned greatly about society and only emphasise profit and work. They do not want to spend money on something that has a low return.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The internal obstacle is CEOs, which I also mentioned before. If they do not support us, we can do nothing. The external factor would be knowledge, by which I mean that there is not much knowledge about CSR in HRM in Thailand. Therefore, we do not know what to do about it.

Q: Can you tell me what the internal and external benefits could be if you implement CSR in HRM?

A: I think that our employees would be treated better. They would get more incentives, a higher salary and a better work life, while our company might get more profit and reduce human costs, such as enjoying a decrease in turnover rate. For our society, labour in the market might have good performance and get good pay. I think people in this new generation want to have a good life and they prefer a good work-life balance and good pay and higher education; however, these past couple of years the living cost has increased every year, and they might hope to get more benefits from the company.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: I hope so. It might help HRM to be more concerned with human beings than at present. The employees might have a good life and a good balance between their work and family.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: I am not quite sure for now, because our company seriously focuses on profit and employees' performance. We might not spend a lot of money on something that will get us a low return. From my point of view, most companies in Thailand now think this way because of the political problems that are making our economy go down and pulling companies into a black hole. This means companies need something – that is, higher productivity, higher employee performance, higher product quality, higher income and higher customer satisfaction – that will allow them to survive this situation. However, in the future it might be possible to consider CSR and sustainable HRM. Nowadays, I think that many HRM staff in Thailand do not have enough knowledge on how to deal with CSR or sustainable HRM. If HRM staff can have a better understanding of what these things are, they might be able to do CSR and sustainable HRM in the future.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Yes, I think so, because these topics are related. However, I have no idea how to link between the two of them. We have not gone through this so I am not able to explain how to do it with them.

Q: Can you tell me which factors are important in order to transform HRM into sustainable HRM?

A: I think the HR staff and CEOs are important.

Q: How are they important?

A: HR staff have to realise these issues are important first, and then learn, study and understand about them before telling CEOs why these terms are important to the company. This might help these ideas to be implemented in the company.

Q: Can you tell me what you think about the sustainable HRM process?

A: I think we need to satisfy our employees first and then their families. This might be the first step. After that, expand to the community and society. However, I am not sure about this, because I have not heard of this before.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: No, I think I have already given all my opinions.

Q: Thank you very much.

A: You're welcome.

Company 3

MNC=HRM2

Human Resources Manager

Telephone: 31 Jan 2014: 15.00

1 hour

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: I can say that not every company in the world can survive by staying alone. A company needs to deal with the other factors, such as customers, competitors, communities and the government. Therefore, the company must engage with the individuals and organisations outside the company. That makes our company concerned with social and environmental issues.

Q: Can you describe to me the extent of CSR in your company?

A: We did not have strategies for CSR; however, we have realised that CSR is the important topic in our world today. We have many business units and sub business units; however, we launch CSR in the corporation's holistic view. We founded Mitsubishi Electric Foundation Thailand to do CSR activities. For our Japanese company, when we want to do something, we would launch a short motto first and then do it. We do not cry wine and sell vinegar; we have a strong image that we always respect our customers and society. We do not lie to customers and society.

Q: Is there a particular department that is responsible for CSR in your company?

A: No, we do not have a particular CSR department; however, the HR department has responsibility for doing CSR for our company.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: We have done many CSR activities throughout these 10 years through the Mitsubishi Foundation. Our first priority is the environment and any harm that we might do to our society or humanity because of our products and operation processes. We are trying to develop our technologies and products to make them harmless to humans, the environment and society. We have given money to educational institutions to develop new technologies or given them our technologies and asked them to develop them. Then they will learn that our technologies are not destroying the environment. Our second priority is that we give many scholarships to educational institutions. We are concerned with the quality of people in our society and believe that they should have the opportunity to study. Then they will be

talented labour for our company. These two priorities enable our customers and society to understand our company and make us gain more profit. Finally, we have arranged many volunteer camps and asked our employees to participate in the rural area development camp.

Q: Does the company have a plan or strategy for CSR?

A: No, we do not have any strategies or plans for CSR. We do not decide for certain what we will be willing to do each year. We have no plan in terms of what and how to do CSR each year. We do CSR-like small projects and launch these projects to society. We assume that CSR is a sunk cost and charity, even though we have done many things for the environment and society for the reason that our company is trying to keep our good image and to show the world that we are a good company. From my point of view CSR is a good thing for society; however, for Thai society now, the profit of the company is important to enable companies to survive.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: We do our routine HR job the same as the other companies. We do recruitment, payroll and welfare, training and development, safety and health, HR research, and labour relations just like normal HR departments do. We are trying to provide an incentive for our employees to encourage them to perform well.

Q: Is your HRM department implementing CSR?

A: Yes, I think that our HR department does some CSR activities in its own routines.

Q: Can you give me an example and explain the CSR activities in HRM for me?

A: Yes. For recruitment, HR staff makes contracts with universities and give them many scholarships for academically excellent students. Then, after they have graduated, they might appreciate working with us. This will help students in our society get a great opportunity to study and a good job. In addition, we will get talented labourers and gain their loyalty. Moreover, we recruit candidates who have grade point averages in the middle and who would like to learn something new. Then we recruit them and train and develop them in our own way. This will help us to keep them with our company longer than the talented candidates who receive a higher salary and more benefits but who do not have a commitment to our company and are ready to leave us whenever they get a better opportunity. We have a labour union that is free to do its activities; however, it cannot break any company regulation. Even we give labour opportunity to do the union activities but they do not well, because the union is not strong enough to gain employees' participation. They are not as strong as they should be.

Moreover, we do not have any discrimination issues. The employees who work for our company are not discriminated against based on their gender, race, nationality or religion and political opinions. We do HR research each year about employee satisfaction and we will provide the welfare conditions that can incentivise our employees, so that they will stay and are happy to work with us.

We train our employees so that they can improve their performance and their work. We do not have many courses that relate to CSR because it is quite distant from our employees in terms of their work. It is kind of the customer expectation that forces the company to do CSR; it does not benefit the company except in terms of the company image. It is a charity and sunk cost, which the company would not volunteer to do, but pressure from society and customers influences us to do something to show them we are a good company. This gives us a good image and will attract talented labourers to work with us. Then we train, pay and treat our employees as family, which will make them happy. Finally, all these activities will grow by word of mouth and we will gain more benefit for both the company and employees. The company will enjoy a better image and employees will have a good quality of life.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: I do not know which models we have used.

Q: That's OK. According to your answer, I can find the models that you have used. Can you tell me the extent of CSR in HRM functions?

A: We just arrange some training courses about CSR. We are trying to make our employees happy to work for us by providing everything they want and need, such as a higher salary, good welfare and a good quality of life. We are trying to treat our employees as our family. We are trying to be honest with each other. We disclose our report and let our employees know about the company status. We do not lie to our employees and then when they have any problems they will let us know.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: Not much. We do some charity activities and our HR staff understand about CSR – not much, just basic knowledge. CSR is a good thing to do for our society and the environment. It is social and customer expectations that want companies to be good. However, our company does not want to spend too much time on CSR because it is more concerned with income and profit. Doing charity work for NGOs and government organisations is the main CSR activity in our company. CSR cannot be done in Thailand in the same way that it is done in Europe. Do you know why?

Q: Can you please explain this idea for me?

A: According to Maslow's hierarchy of needs, the people in European countries have achieved three levels already, which are physiological, safety and love or belonging, while the people in our country are still poor and the social hierarchy has existed for ages. Nowadays, everything is involved with business, including education. Capitalists are getting richer and richer while politicians are becoming more and more powerful. This means that our people cannot achieve even level one of the hierarchy, while CSR should be in level four and five of the hierarchy, which is self-esteem and self-actualisation. Consequently, in European countries, there should be something irrelevant to authority and it can create good value to society such as self-esteem and self-actualisation. However, our country is not ready to adopt CSR.

In Thailand, we can only do basic CSR because people and companies still need to survive in the current economic climate. Moreover, the government and people in our country are not concerned with CSR and do not force companies to undertake it. They still understand that CSR is just doing some charity work. This might mean CSR is not able to develop in every company in Thailand at an early date. However, huge companies can do great CSR, such as Toyota, the Siam Cement Public Company Limited, Charoen Pokphand Group and PTT Public Company Limited.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: We just provide a facility to employees and the company when they would like to do CSR projects. In addition, we educate employees and CEOs about CSR. I think it is only these that the HRM department do about CSR.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: As I was saying, the government and people's or customers' expectations will force the company to do CSR. However, CEOs are important for the implementation of CSR in a company because they have the power to establish the company's strategies and policies.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The economy in our country is a major obstacle, because companies need to survive first; then they will give money to people, the environment or society. The understanding of CEOs and HRM staff are an obstacle in the company. If they do not understand what real CSR is, they cannot do the right thing. These drive CSR into going the wrong way.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: CSR will help employees get a better life, and also society and the environment are treated better by companies. Companies will get a better balance between the organisation's objectives and human

beings. The profit will be made from 4M, which are material, machine, money and man. Every company should be concerned with how to balance 4M. This will help companies survive in every circumstance. If companies do not care about their employees, they cannot make more profits. Consequently, CEOs should change their mindset and be more concerned with employees and with treating them as their own family – that might develop our organisation. CSR will make a long-term profit; however, CEOs always think CSR is a sunk cost. That is the answer as to why CSR is not able to be done in Thailand.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: Yes, companies will be more concerned with employees and treat them better.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: Not much, because nowadays we are still concerned only with profit. However, sustainable HRM is needed in CEOs' vision, because it invests in people. If CEOs have not thought this way, sustainable HRM is not able to be true.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Yes, if we have done CSR in the HRM department, it can develop sustainable HRM. CSR is like a primary stage of sustainable HRM. If the company treats employees well, they will be human capital for our country.

Q: Can you tell me which factors are important in order to transform HRM into sustainable HRM?

A: I think that CEOs and HR staff are important factors, as I was saying before. If a company does not take good care of its employees, and lets them be poor and unhappy, they might not want to work for the company.

Q: Can you tell me what you think about the sustainable HRM process?

A: I think CEOs should renew their policies and strategies so that they are concerned more with human beings than with profit. The HR department should provide the basic needs of levels one and two of Maslow's hierarchy to satisfy our employees. Next, employees will be grateful and improve their performance to work for the company. This will create engagement and a commitment between employer and employee. Finally, society and the world will receive the benefits from quality employees and company expenditure to protect society and the environment.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: I would like to know whether other companies think like me or not, because I think every company wants profits first and foremost. Therefore, when you finish your study, please let me know the result.

Q: Thank you very much.

A: You are welcome.

Company 4

Thai company= CEO1

CEO

Face to Face: 3 Feb 2014: 14.30

30 minutes

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: I do not have any detailed knowledge about CSR. I have heard about it via television, radio, magazines and the government sector. I am not going to in detail. I think CSR is quite faraway for our company. It can be considered in huge companies such as Toyota, the Siam Cement Public Company Limited and PTT Public Company Limited.

Q: Can you describe to me the extent of CSR in your company?

A: Our company always does activities with our communities or communities close to our company. I have sent our technician to help the community to fix public things when they have broken. Our company built a playground for the children in the community. We sent food and water to help people when the flooding occurred in Thailand in 2012.

Q: Is there a particular department that is responsible for CSR in your company?

A: No, our company does not have a CSR department. I am the one who decides to do CSR activities in our company.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: I believe in good karma then Charity. I think. We have done many charity activities with communities, schools and temples.

Q: How do you pick up those activities? (Filter)

A: I choose them from which activities will create a good image for our company. In addition, I concern about the budget that I need to spend on them.

Q: Does the company have a plan or strategy for CSR?

A: No, we do not have any strategy or policy about CSR.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: Our HR department is quite weak. We do personnel work more than HRM. We do routine personnel work such as payroll, welfare and training. We do not deal with employees' development or the organisation's development. We pay our employees more than other companies. We provide the cheapest workers' house, for which they will pay only £4 per month. We also provide uniforms. We have training courses, which relate to their work only. We do everything under the law.

Q: Is your HRM department implementing CSR?

A: No, not yet.

Q: Do you have any discrimination issues or diversity, human rights, labour rights, equality or do you have any social pressure on your employees?

A: I see. I have realised that society expects the company to do something good for the employees. I am trying to treat our employees as my family, the same as my father did before. I have understood that if I do CSR, the return will be much more than I invested. CSR will help our society have peace, help people have a better life and ensure the environment is protected. We plan to apply for ISO 14000 next year. I have more concerns about employee safety, which I have put in the company's strategy and HR's action plan. I want to reduce the accident ratio. Our managers in each department have to have meetings every month to find the risks and the way to resolve safety problems. Then they go back to their department to explain and ask the employees to follow the procedures to prevent accidents and to tell them that if they have a problem, they can come and talk with their manager anytime. From my point of view, I want to encourage everyone in the company to participate with us, so I have to start with the safety issue first. Then I will expand to other topics.

Q: Can you tell me what your CSR activities in HRM functions are?

A: We are trying to treat our employees well. I want them to have a good life when they work with us. I pay them higher than minimum wages. I focus on how to develop our employees' knowledge because they will help themselves. However, I have not implemented CSR in HRM yet. It is just my idea that am I willing to do it when our company is ready, for the reason that our company needs to survive in this economic situation before I can spend money on CSR. Therefore, now I focus on the quality of our products and customers' satisfaction to make more income and profit.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: I do not know. I think that I used the inside-out approach because I do many things for our employees.

Q: Yes, that is true, and I also have the answer already from your previous answer. Can you tell me the extent of CSR in HRM functions?

A: I think our HRM department tries to take good care of our employees in every routine HR job. We recruit candidates without any discrimination; we prefer to look at their ability. We try to provide the welfare that will help our employees have a better life. We give them the training courses that will help them to improve their ability.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: They do not understand CSR in detail and do not engage with it much. They must do HR jobs following my orders.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: I think the developer, because knowledge is the root of anything. If our employees and HR staff know about CSR, they will do it well.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: Laws and regulations from the government and also the customers' expectations influence companies to do CSR in HRM practices. However, HR staff and CEOs will affect the implementation of CSR in the company.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The readiness of our HR staff and the CEO's knowledge might be obstacles. If staff do not know what real CSR is, how can they do it? Society's unrealistic expectations might be obstacles, because they demand more and more, and some things are beyond what companies can give, and companies cannot respond to all of these demands. These demands are might not be able to any company can respond all of them.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: Both employees and the company gain benefits. Employees will be treated better and have a better life. The company will gain more income and profit. Employees' ability and performance are improved and they can produce quality products. Society will have quality people and the environment will be treated with good care.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: Yes, because employees will be taken better care of and have a better quality of life. HRM will have developed beyond the routine duties. It might be more concerned with human rights and human beings.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: No, not yet. I have no idea what sustainable HRM is.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Yes, it can. Before we can consider implementing sustainable HRM, we have to implement CSR first. After that we can develop sustainable HRM.

Q: Can you tell me which factors are important in order to transform HRM into sustainable HRM?

A: According to my knowledge, I think CEOs and HR staff are important when it comes to making any changes in this department. However, they need to have knowledge and understand the terms of CSR and sustainable HRM.

Q: Can you tell me what you think about the sustainable HRM process?

A: I think that the sustainable HRM process should start from the CEO's set policy, which should be concerned with CSR, human beings and human rights. Then the HRM department can take action to adjust and adapt to HR duties. Next the HRM department provides better salaries and welfare to employees. Then employees improve themselves and have more productivity. Finally, the company will receive a higher return.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: No.

Q: Thank you.

A: You are welcome.

Company 5

MNC=CEO2, GM2, HRM3

Face to Face: 5 Feb 2014: 13.00

1 hour 30 minutes

Q: Can you tell me what you consider 'CSR' to mean in your company?

A1: Toyota has done CSR activities in Thailand for more than 50 years. We have been aware of CSR since we founded our factories here in 1962. When we started our company here, our president from Japan came to meet His Majesty the King and offered our help for His Majesty's projects a year later. We gave ten Toyota (Soluna) cars to His Majesty to use for the office of His Majesty's Principal Private Secretary. His Majesty asked us to sell his old car, which sold for 600,000 Thai baht (~£12,000). Then His Majesty gave that money to us to build a rice mill, and we now buy rice from farmers, grind it and sell it to our employees for less than the market price. Before 1996 (the economic crisis in Thailand), we produced 600,000 cars per year, and we had planned to extend the production line to make 1 million cars per year. Suddenly, the economic crisis happened and our headquarters in Japan would not spend the money to extend our manufacturing. We had an important problem that we had to face, which was that we could not keep all of our employees on, because we did not have the work for them. However, we would not lay off our employees; we set a plan to resolve this problem. We investigated early retirement and asked employees if they would take voluntary redundancy and we paid them more than the legal requirement. Therefore, we had some employees voluntarily go through with this plan. We still needed to deal with many employees who still worked for us. Consequently, we sent some of them on training courses to develop their knowledge, and we sent others to help our communities and carry out activities in rural areas. In that way, we were able to keep the majority of our employees with us. After suffering the economic crisis for seven years, we were able to increase our export percentage and we produced 1 million cars per year from 2007. Since 2010 we have produced 2 million cars per year, and we will produce 3 million cars per year before 2015. That points to the fact that we are a huge car manufacturing company in Thailand and we are the ones who care about Thai society.

Q: Can you describe to me the extent of CSR in your company?

A1: We started to implement CSR in 1965, when the chairman of the board in Japan gave us a strategy to contribute with the country, which we founded manufacturing. We would that country to grown and developed with us both economy and society issues. Our chairman from Japan now can speak Thai because they work with Thai people and they want to be the same as us and make our employees feel that we are not discriminated against. We have Thai language courses for Japanese employees and we

also have Japanese language courses for Thai employees who are willing to learn and want to go to work in Japan.

Going back to the CSR topic, we have started CSR by doing some basic donation activities and have provided scholarships for university students. In 1972, we have concerned about safety cars that use environmental friendly technology by developed hybrid cars.

Then in 1988 we were concerned more about the environment, and we developed a wastewater treatment plant and with the aim of water from that plant can use for our fish farming. The Toyota Foundation was founded in 1992 to do CSR and sustainable activities. I suggest you go to the Toyota website where you will find out more details and my document (document number 1).

Q: Is there a particular department that is responsible for CSR in your company?

A2: Yes, we have a Sustainable Development Department, which focuses on CSR and sustainable development. We have established a CSR committee, which has authority to integrate CSR in our company. This committee has a policy that integrates CSR across our suppliers and supply chain, which will fulfil our objectives, so that our CSR is fully integrated in every company process.

Q: Does the company have a plan or strategy for CSR?

A2: Yes, we have. Our strategy focuses on integrating CSR into our organisation and supply chain. We establish the knowledge and want to create awareness of CSR among our employees in the hope that they will participate in social activities or CSR activities for a sustainable society. In addition, our management team stated on our website that company is also dedicated to improving the quality of our employees, and contributing to a better tomorrow for Thai society as a whole as the company principle. These will help improve our image and good reputation. You can see the details in that document I gave you (document number 2). The main strategy is how to do something to make our world more sustainable. By the way, the other companies, which just do the charity activities, cannot protect our world. We are trying to find ways to help people survive by themselves. We would rather give people knowledge than give them money. We would rather teach people to fish than give them fish.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A1: We still work on social activities such as providing fire engines and scholarships, and when disasters have occurred such as the tsunami and flooding, we will send rice from our field and emergency survival bags to that area. We will ask our suppliers and our supply chain's companies to do CSR as well; however, we ask them to volunteer and do not force them to do CSR. If they are willing to do CSR, we will fully support them. According to the Toyota Foundation, it focuses on education, scholarships and people's well-being. It supports the Border Patrol Police projects, especially their

schools in border areas. In addition, we have launched the White Road project and road safety programmes, which help and educate Thai drivers about driving regulations and laws. We have a dual-purpose road centre and training centre to train and educate people who are interested in learning and also students in many schools by teaching them good driving skills. We now have five learning centres in five provinces, which are Bangkok, Nakornrachasima, Pisanuluk, Nakornsrihammarach and Prajubkirikun. If someone comes to learn and practise driving with us and passes our test, they can be issued with a driver's licence automatically. These centres have simulated traffic and children from many schools have come to learn how to drive legally, because driving skills should be taught to people when they are still young. We spent 20 million Thai baht (~£400,000) on the centre in Bangkok, and we hope that improving drivers' skills will help to relieve the problem of traffic jams. We want to give these centres to government departments to take care of, but they said they are not ready to take care of them. They do not have the money or the officers to manage the centres. Consequently, we still need to handle these centres for the government departments until they get ready, because we do not want to lose our money and give nothing back to our society.

A2: Toyota was the first company to receive the Corporate Social Responsibility, Department of Industrial Works Award (CSR-DIW). This award is given to companies which have done projects that include corporate governance, human rights, labour practices, the environment, discrimination practices and concrete implementation of CSR in customer and community practices. Additionally, these projects aim to strengthen industrial development, environmental sustainability and social responsibility. We are concerned about the Thai education system and the fact that the system cannot produce graduates who meet the labour market requirements. Hence, we founded a technical college to produce technicians who can work for us or for other companies. Students who complete high school can apply to study with us, and when they graduate, they have the choice either to study for a bachelor degree or to work as a technician. This school focuses on technicians' practice more than theory, and the students spend two years studying with our school. We are trying to produce labourers who are able to get a job in the real labour market. This is not only helping us to find quality employees but is also helping the country to improve the quality of its human capital. Moreover, we open the factory at Chachoengsao province for our students and for students from other schools near our plant works so that they can become trainees. This factory is not only open to Thai students but also to foreign students from neighbouring countries. This is a huge opportunity for them to gain real work experience. We also have a global pollution training centre in this plant, which trains people who want to study this topic. We have programmes about environmental protection that last three months to a year. Therefore, we do not only just improve our manufacturing and our operational processes to protect the environment but also expand our knowledge to everyone who is interested in this issue. Those activities will help us to be a

sustainable organisation. We do not walk alone and we need to grow up together with our society. Therefore, we also ask our suppliers and supply chain companies to do the social activities. We ask for voluntary participation from them; we are not forcing them to do so. This will make those companies have a social mind on their own. For those companies who are willing to participate in CSR and sustainability, we will send our professional team to help them improve their factory, train their employees and anything else that they will ask for. We will teach them our Lean process, Toyota Production System (TPS) and Toyota methods to help them to improve their manufacturing and employees until they have a good production process that does not harm the environment or humans. However, we do not expect everyone to be the same as us, only that they manage CSR and sustainability themselves. We focus on the ability they have and helping them push it in the right direction. We do not need big projects. We create many small projects, which many companies can participate in so that our society can become more efficient and effective. Moreover, we have provided ambulances and fire engines to the communities that are located near our factories. According to this activity, we are also teaching communities how to use the equipment and how to act in emergency situations.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company? What are you doing with your employees?

A1: We have launched the motto “Happy workplace” and placed it in our strategy, which is the Toyota way to make our employees have a happy workplace. I will let A3 explain the details to you.

A3: We want our employees to have a happy workplace, and our HR department provides many facilities to make our employees happy. These will give us good labour relations. The employees might be more engaged with and committed to our company. We have systems in place to take care of our employees from when they start work with us until they retire. We do HR activities as other companies do. We have a mentor system to take care of new employees. A performance management system is used to evaluate and develop our employees’ ability and performance. We have career development for each employee so that they can get a promotion and can move to another department. We have paid wages and welfare so that they can have a good quality of life. We are building good labour relations in the organisation and in the supply chain group. We also take care of employees’ health.

A1: We are more concerned about employees’ health. We have health-check programmes for our employees each year.

A2: This is not only checking our health but also following up on the results and giving advice to treat our health if we have a problem.

A3: We have sent an email to our employees who have health problems, to help them to take care of their own health.

A2: I have received several emails from you asking me to do some exercise because I have high cholesterol and am overweight.

A3: We have a health promotion centre, a fitness centre and medical clinics to ensure our employees' health. The centre was developed with the idea that prevention is better than cure. Healthy-lifestyle education is a cornerstone of our centre. Our programmes emphasise natural remedies to treat and prevent disease. One of our goals is to use the least medication possible. There are facilities for exercise and physiotherapy. Staff include a physician, nurses, a physiotherapist, a nutritionist, a sports science specialist and other support staff to assist our employees in our wellness goals. Services include lectures, demonstrations and practice in living a healthy lifestyle, diet control, and exercise under the supervision of various specialists. These will help us have healthy employees who are able and ready to work. We do not want them to spend their money because of health problems.

Q: Is your HRM department implementing CSR? And can you tell me what the CSR activities in HRM functions are? And what is the extent of CSR in HRM functions?

A3: Yes, it is. CSR makes for a good relationship between the company and its employees. When we implemented CSR, we worked closely with our labour union in the first year. We built a sports club and a social volunteer club. The social volunteer club has 200–300 members who do CSR activities outside our company. The HR department is the centre of the club, performing coordinator and facilitator roles. In the second year we were trying to build CSR into our employees' DNA by using many training courses. We hoped employees would understand what CSR is and how it benefits our company and themselves. Then, we started the trip to Cha Cheng Sao province to make salt licks for the wild elephants at the weekend. After that, our employees always participated in social activities. For example, our employees filled sandbags, packed disaster relief bags and built the floating toilets to send to flood-hit areas. In addition, we sent mobile services to help people in flood-hit areas to help injured people. We have employees who volunteer to dredge canals near our factories to clear the waterways. We have taught students in many schools about safe driving. The employees who are volunteers are willing to do CSR activities. Moreover, we run some social activities with the labour union three to four times per year. For example, last December we fixed a library and gave many books to Wat Sam Yak School in Cha Choen Sao province, in the rural area, because it was affected by the flooding. On the children's day (the second Saturday of January), we gave student scholarships and

sports equipment to Ban Kok Loa school in Cheng Karn district, Lei province. Moreover, the HR department still manages other activities. For example, we went to Ban Rachaviti foster home to give food to children. We also have other activities such as reforestation, a rural area development camp and an environmental camp. We also have a family day each year when we invite employees' families to have a party with us at a theme park.

A1: We do these activities because we have the 3S (3S) motto, which is sawasdee (hello), sanookdee (having fun) and sabiedee (healthy). Consequently, we have launched some kind of health-check and family day. Moreover, we spent a lot of money on one employee who was sick with kidney disease, to cover the costs of hemodialysis for six years and of a kidney transplant. We also have a retirement plan for employees (58-year-olds) and the executive team (63-year-olds).

A3: We have a career development plan, which develops employees to prepare them to work in unfilled positions. We created our system, which helps us to manage the career development of employees.

Q: Do you have any welfare for employees' families? Or do you have any training courses that are not related to employees' jobs?

A3: In answer to the first question, we provide 50,000 Thai baht (~£100) for employees' families, which is their father, mother, children, and husband or wife. We have a family day, which I have mentioned before. In response to the second question, we have many training courses, such as financial management and debt management.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A3: We use a labour-relation process because we need executives and employees to do activities together. This is the base of sustainable labour relations, which will bring mutual trust and respect to each other.

Q: Can you tell me how human resources staff understand and engage with CSR?

A3: They clearly understand and have participated enthusiastically in every activity that I have already mentioned. HR staff try to encourage our executive managers and employees to participate in each activity. The HR department sets the operation frame, cooperates with the other departments and organisations, and generates the budget for the activities.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A3: The labour-relations division is responsible for running CSR in our company because it takes care of the good relationship between executive managers and employees of all levels, and it cooperates with the labour union to arrange activities. It is responsible for every activity club in our company too.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A3: The important internal factor is the participation of everyone in the company, from the highest executive person to the lowest level of employees in the company. The external factor is a comparison of activities between our company and business unit and supply chain companies.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A3: I have no idea about this.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A3: The internal benefit is a good relationship between employer and employee, which brings good teamwork and efficiency. The external benefit is creating a company image, which is that we are a good company and we have talented employees who are the good people in our society.

A1: You know, when other companies recruit candidates who have worked with Toyota, those companies will not need to train those employees anymore because they have talented employees. However, some companies are trying to lure our employees away from us with offers of more money; it is difficult for them to do this because most of our employees are happy to stay with us.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A3: Absolutely, yes, because CSR will create employees' awareness and give them an optimistic attitude that focuses on doing something good without wanting anything in return. CSR creates a mentality of happiness that helps HR jobs to be easier and HR staff to be more effective, which forms a happy workplace.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A3: Yes. Our company has had recognised sustainable HRM for more than 50 years, the time that we have done business in Thailand. We have built a workforce of talented employees who have knowledge and good skills. We have benefited this country in many ways and our headquarters in Japan allow us to expand our high-quality car manufacturing in Thailand and export quality cars to many countries around the world. Moreover, we pass on our knowledge, such as the Toyota Way, Toyota Production System and Problem Solving System, and our main values and culture to the next generations and to other companies. Most importantly, we give priority to creating successors and focus on succession planning and career development plans in order to be a successful company with happy employees.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A3: Yes indeed. We need to do CSR continually and enhance the trust between employer and employee, which might make it easier to build sustainable HRM. The social activities that we have done will help our people understand and trust our company so that they know we are a good company and therefore will stay and grow with us.

Q: Can you tell me which factors are important to transform HRM into sustainable HRM?

A3: We have our way, which is the Toyota Way. It has four main topics to transform HRM into sustainable HRM. First, the HR department has to establish a happy workplace and ensure the company is committed to achieving this. Second, the HR department has to build tools and processes for employees so that they can continuously improve themselves. Third, employees are developed constantly. Finally, the HR department needs to enhance employees' teamwork, which focuses on each employee using their full ability to do their job perfectly, which helps to improve the company's efficiency.

Q: Can you tell me what you think about the sustainable HRM process?

A3: It is important for every organisation to implement the same business process, which has a long, a middle and a short plan of action. HRM also has a plan, which relates to the business plan. Moreover, the HRM plan should be aligned with the external business environment and cope with any unexpected situations that might arise.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A3: In the HRM process, we are trying to ask the line managers to get involved in our HR activities. This will help line managers to improve themselves and establish good relationships inside the department. In terms of CSR, line managers' involvement in CSR activities is an important factor that might encourage employees to come and participate with us. If we can do this more efficiently, it will establish good relationships in our company. This brings trust to our organisation and will help the HR department to achieve its own objective, which is a happy workplace.

Company 6

Thai company=GM3

General Manager

Telephone: 18 Feb 2014: 10.00

45 minutes

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: It has a variety of factors. Firstly, the company performs good governance, to be honest and protect the company's interests. Secondly, employees exert time and their intelligence for the company, while the company takes good care of its employees, which is a win-win situation and strategy. Finally, the company produces and sells quality products and services to their customers and protects customers' interests.

Q: Can you describe to me the extent of CSR in your company?

A: CSR should efficiently respond to our external business environment, and the way in which CSR is implemented will follow that response.

Q: Is there a particular department that is responsible for CSR in your company?

A: It is included in the HR department.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Our company ensures that CSR strikes a balance between business factors and environmental factors.

Q: Does the company have a plan or strategy for CSR?

A: Yes, we do. We have a strategy to build a stable company from both business and social aspects. We are going to develop to be a successful company on both economic and social sides. We also have a plan to create social awareness among our employees.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: We have extra role for the HR department, which has responsibility for CSR activities.

Q: Is your HRM department implementing CSR?

A: Yes. We provide good welfare, which can respond to our employees' needs.

Q: Can you tell me what your CSR activities in HRM functions are?

A: We were ordered by our management team to develop our employees and improve their abilities.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: We use only a training process to let our employees understand about CSR. We enhance the teamwork that will make our employees participate in our activities.

Q: Can you tell me the extent of CSR in HRM functions?

A: Just training courses.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: Our HR staff acquire knowledge about CSR through training and doing CSR activities for our company.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: The training role is important because it helps our employees understand and participate in CSR.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: The executive directors are the main influence on the implementation of CSR. If they are not concerned about it, CSR cannot happen in the company. The other is social pressure, which has more power to push the company and might make CSR happen more easily.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: Everyone in society should participate in CSR. If only one company does CSR, real CSR might not happen.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: CSR will benefit the quality of life of employees. Their life and the life of their family should be better. Employees will be loyal to the company and will perform well in their work, which brings profit to the company. Social and environmental problems might decrease once everyone is concerned about CSR.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: Yes, it makes companies treat employees better than in the past. Companies are willing to provide welfare and salaries for employees beyond the laws.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: No. We are not considering sustainable HRM now, we just do CSR, and only training in CSR.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Yes. I understand that CSR is the way to develop sustainable HRM. However, our company is not considering sustainable HRM yet; we are going to recognise it and it might happen in our company.

Q: Can you tell me which factors are important to transform HRM into sustainable HRM?

A: I think we need to know what sustainable HRM is. If we do not understand it, we cannot follow its way.

Q: Can you tell me what you think about the sustainable HRM process?

A: We should start to treat employees better and then develop a process that can help employees to help themselves. This should be an important process.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: HR staff and the executive director team should acknowledge human beings and change their mindset to be concerned about employees, because they are humans, not machines. Therefore, CSR and sustainable HRM should be important topics for every company.

Company 7

Thai company=CEO3

CEO

Face to Face: 19 Feb 2014: 09.00

1 hour 30 minutes

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: From my point of view, CSR is the concept that involves social and environmental issues. It is also the pressure from our customers, such as Toyota, Nissan and Mitsubishi, to force us to do something good for society and the environment. We are trying to develop our products so that they do not cause harm to the environment.

Q: Can you describe to me the extent of CSR in your company?

A: We have donated to government organisations and NGOs when they have asked for help. In addition, during the flooding in 2012 our employees went to the flood-hit areas and helped people move their stuff. We built and gave sandbags to our employees who were affected by the flooding and to government departments in the flood-hit areas. We undertake blood donation for the Thai Red Cross every year.

Q: Is there a particular department that is responsible for CSR in your company?

A: No, we do not have a CSR department; however, a general manager has responsibility for CSR.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Our main priority is to do charity work for NGOs and government organisations. We do not get involved much in CSR activities because we are a small company. However, we are trying to do our best to help society.

Q: Does the company have a plan or strategy for CSR?

A: We have an annual plan for CSR. We just set up the budget each year for CSR activities.

Q: Can you tell me how much you pay for CSR each year?

A: We set the budget at approximately 500,000 Thai baht (~£10,000) per year. It is not much if you compare it with large companies; however, it is better than doing nothing.

Q: Why would you do these CSR activities? (Filters)

A: Our customers' requirements force us to do it. However, we want to be a good company for our society because we cannot be isolated from society.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: I will tell you about our company before going through the details about HRM functions. Our company is split into an office and a factory, which are in different locations. One is located in Samutprakarn province, which is a head office that deals with customers and does all management activities; the other is located in Samutsakorn province, which is the manufacturing plant that is the production line. However, we have only one small HRM sector, which is located at the head office, under the authority of the general manager. We produce new solid tyres and reused tyres and we also have services to change these tyres for our customers at their location. We also have Thai labour and foreign labour, from Myanmar and Cambodia, who work together at both locations. Our HR department works with recruiting, training and salaries. The main duty of our HR department is not only handling the Labour Protection Act 1998 and the Social Security Act 1980, which are fundamental labour laws, but also dealing with the Alien Employment Act 1978, which legislates foreign labour.

Q: Is your HRM department implementing CSR?

A: No. I do not think we implement CSR in HRM.

Q: That is fine. I think you might do some CSR activities in HRM already but you might not recognise it. Can you tell me what your CSR activities in HRM functions are? Please give me more details.

A: We pay new employees who start work with us more than the regulation minimum rates. We also pay an overtime rate that is higher than the legal requirement.

Q: Why would you do that?

A: For the reason that in the labour market employees, especially Thai labourers, prefer to work with companies that give them a higher salary. We are a small company and are not well known, so we need to pay employees more than others do because this can attract employees to work with us.

Q: What welfare do you provide to your employees?

A: We rent accommodation for our employees at the office, which is located near our office. The employees do not need to pay any rent. At the factory, we build flats for our employees who work there, which are located next to the factory because the factory is located quite far from the community and we have a property close to our factory. Therefore, we decided to build accommodation for our employees, both Thai and foreign labourers, and they also do not need to pay any rent. We provide

breakfast and lunch for employees who work at the office. We also give money for employees' lunches to anyone who goes out and does our service or delivery of our tyres to our customers. At the factory, we buy meat, vegetables and some other foodstuffs and provide them to our employees once a week.

Q: Can employees bring their family to stay with them at your accommodation? Why would you provide employees with accommodation and food?

A: Yes, they can bring their family to stay with them. The rooms at both locations are big enough for their family; however, employees who do not have a family and work at the office need to share a room, so there are two employees per room. We have done this because we realise that accommodation costs are too high in those areas and our employees might not be able to afford to rent a room. We help them to reduce their living costs so they can spend their money on other things. We try to take good care of our employees, as they are our family. We would like to help them to have a better life and we hope that they will pay attention in their jobs.

Q: Do you have any training courses?

A: Yes, we have hired lecturers from Mahidol University to come and teach our employees about markets, productivity, waste management and strategic management twice a month. We always send our employees to train with the Department of Industrial Works, Management System Certification Institute (Thailand), Social Security Office and any government organisations that provide training courses. We will decide to send some employees to train on courses that might benefit our company. We provide books and text for employees to study by themselves. Nowadays, we are very concerned with ISO 9001, which we have already achieved and need to reapply for every year. We are going to obtain ISO 14001 next year, so we also send our employees to receive training on environment management and waste management.

Q: Why do you want to get ISO certifications?

A: The main reason is that our customers require them. The important customers, such as Toyota, Nissan and customers outside my country, such as the USA, Malaysia, Korea, Singapore, Iran, Vietnam, Israel and Japan, require these certifications.

Q: Do you have any other welfare that is an incentive for your employees?

A: We provide five uniforms for the first year and then three uniforms per year; however, employees can receive an extra uniform if one is damaged from work. We have employee shuttles. We have a bonus each year but it depends on our profit. We allow our employees to have a longer bank holiday for the Thai New Year event (about a week). We provide health insurance so that they can go to a private hospital. Our employees can ask for their money in advance before the monthly salary; however, the

amount of money must not be higher than their salary per month. We pay employees' family funeral expenses up to 3,000 Thai baht (~£60) and employees' wedding expenses up to 2,000 Thai baht (~£40). Moreover, employees can come and talk to me at any time. If they have any kind of problem, I will help them if I can.

Q: How do you recruit new employees? Do you consider gender, race, religion, political opinions and married status when you recruit new employees?

A: We recruit candidates who are suitable for the job. We have job descriptions and job specifications that we use to recruit and select candidates. We prefer candidates who have the ability and character to work with us and fit with our organisation's culture.

Q: Why are you concerned with your employees' lives?

A: We hope that employees will have a good life and good health so that they are committed to the company. They can use their ability to perform well in their work for us.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: They just have basic CSR knowledge because they have to run some charity activities.

Q: Do you think it is possible to implement CSR in HRM?

A: Yes, it is. I guess that it will help companies to be more concerned about their employees' lives. The employees will have a better quality of life.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: For us the important role is the developer role because our employees and HR staff lack CSR knowledge. They need to be more educated about CSR. Therefore, HR staff have to arrange training courses for employees and themselves.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: The internal factor is CEOs – if they are concerned about it, then it might possibly happen in the company. The external factors are customers' requirements and social pressures.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The understanding and knowledge about CSR of our HR staff, employees and employer. On the other hand, social expectations surrounding CSR mean that companies are expected to do more than they have the ability to do. This might force a company to try to do CSR in the wrong way, such as doing only some charity activity; however, it might not lead to a sustainable society because finally people cannot help themselves. They will be waiting for help and they cannot survive in the long term.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: Employees will receive a good life and the company should receive more profit. Society and the environment are protected.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: Yes, it might develop HRM staff and departments and encourage them to work more efficiently and be more concerned with human beings.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: No, not yet. We are not implementing sustainable HRM. Nowadays, we just attempt to take good care of our employees and their families.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Of course, if we have done CSR in the HRM department, it might build a sustainable society not just for the HRM department. Society and people in the country will be developed and have a better quality of life.

Q: Can you tell me which factors are important to transform HRM into sustainable HRM?

A: I think that CEOs and HR staff themselves are important factors that can transform HRM. However, they must have knowledge and understanding about what they are going to do. Then, HRM is developed and transformed into sustainable HRM. From my point of view, in Thailand it is difficult to do because companies and HRM staff are not concerned about sustainable HRM and they do not have knowledge about it.

Q: Can you tell me what you think about the sustainable HRM process?

A: I think we need to develop our strategy and policy to support sustainability. Next, HRM will develop their concept, which is concerned more about human beings, and then improve their functions and duties to enhance those strategies and policies. Afterwards HRM activities will be involved with sustainability. Finally, the company and its employees will benefit from this change.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: No, I think I have told you already.

Q: Thank you very much.

A: You are welcome. If you want any information, please contact me via email.

Company 8

Thai Company =HRM4

Human Resources Manager

Face to Face: 4 March 2014: 13.30

1 hour

Q: Can you tell me about your company?

A: Our company provides import and export services for the car manufacturers Nissan Motors and Tata Motors. We deal with customs, shipment, ports and ocean liners. We provide services in relation to the shipping process, warehousing, audit, cargo management and quality checking. We take good care of every delivery detail, from customers sending the cars to our warehouse until they reach their final destination.

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: Our company is willing to do CSR because we want to be a good company for our society. We cannot deny social pressures and good governance and ignore any external business factors. We want everyone to understand us, which will improve our company's image. Moreover, we can reach new customers more easily because huge car manufacturers such as Toyota and SAIC ask their supply chain companies if they are willing to do CSR. You should go and interview the Toyota Motors Company, because it is a role model for CSR.

Q: What is SAIC?

A: SAIC is the new car manufacturing company in Thailand. It is a joint venture between Shanghai Automobiles from China and the Charoen Pokphand Group from Thailand. They will use the MG brand and produce cars to sell in Thailand.

Q: Can you describe to me the extent of CSR in your company?

A: We do CSR with the communities near our office, which is Laem Chabang Industrial Estate, Chon Buri province. We help communities to reforest, and we donate to schools and temples close to us. We give scholarships to our employees' children. We donated our money to the Red Cross to help people suffering because of flooding and fires. We gave money to Bangkok Metropolitan Administration to build a park. We have given sponsorship to the Port Authority of Thailand and government organisations when they have asked for it.

Q: Is there a particular department that is responsible for CSR in your company?

A: No, we do not have a particular CSR department. All CSR activities depend on the executive management team's decision.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Our executive managers' decision is the main priority in doing CSR activities. The main activities are charity, scholarships and donations.

Q: Does the company have a plan or strategy for CSR?

A: We have it in our annual plan.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: I am going to explain the situation in relation to our employees. Our main employees number only 27 people, whose duties are to deal with customers. The other employees, who number more than 50 and who work on the operation line, are hired from our subcontractor. Therefore, we only manage 27 employees.

Q: How do you treat the employees from the subcontractor? Do you force the subcontractor to treat their employees well?

A: No, we do not get involved in our subcontractor's human resource management. We are concerned with the number of employees that the subcontractor has to provide us. We do not think about these employees' salary and welfare because we have already paid the subcontractor. Therefore, they are not our responsibility. We provide a higher salary and better welfare than the labour market. We recruit new employees who are graduates or who have the necessary experience. We do not have discrimination issues such as political opinions, religion and gender. If the candidates have the ability and can perform well, we will recruit them, and we will pay for the experience that they have had too. We count the number of years' experience employees have and pay for that. We are trying to recruit candidates who live close to our company because this will help to form a good relationship with our local communities. We also have a prayer room for Muslims.

Q: Can you tell me about your company's welfare?

A: We provide lunch, payment of mobile bills, bonuses, incentive pay, training courses and promotions.

Q: Is your HRM department implementing CSR?

A: Yes, our staff are concerned about CSR. We have provided training courses about CSR. We have asked each department to send an employee to join the CSR committee.

Q: Can you tell me what your CSR activities in HRM functions are?

A: We give disabled people opportunities to work with us. We have a performance management system and KPI to evaluate our employees. According to the result of the evaluation, we use it to develop our employees, and ask them to improve themselves. Our company never fires employees; employees who have left our company have quit voluntarily. We have limited the percentage of the turnover rate of subcontractors per month too. We have a campaign to have zero accidents, which we achieved a couple of months ago.

Q: Do you have a labour union?

A: No, our management team do not want a labour union because it is difficult to deal with. Therefore, we have to communicate to our employees. The management team needs to get inside employees' minds. We have meetings and our magazine to communicate with employees.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: I think the inside-out model, because we are trying to develop our HR staff first and recruit the HR candidates who are concerned about human beings. Then these people will commit to the company and help the company produce good employees for our society.

Q: Can you tell me the extent of CSR in HRM functions?

A: The HR department arranges the CSR activities with the communities and asks our employees to participate with us.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: HR staff should be concerned with CSR as it makes them treat employees in a positive way, focusing on human beings more than on human performance.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: The developer role is important because it makes everyone in our company understand about CSR and be concerned about it.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: I think executives have the influence to implement CSR in the company. On the other side, law and government policy are the external factors that influence CSR.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: In Thailand, the big problem is that we do not have the know-how to implement CSR. We just talk about CSR as some kind of charity activities and as something that might relate to religion, especially Buddhism. We just keep talking about it; however, we do not know how to do it. Another is the leader in the organisation: if the leader does not support CSR activities, then CSR cannot happen in the company.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: The company's image and employees' well-being are going to improve.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: Yes, CSR is a root of the HRM idea of developing employees in an organisation. If HR staff are concerned about it, they will treat employees well.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: No. Our company still works on CSR only.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: I think sustainable HRM is the second step of CSR improvement. Therefore, companies should know and implement CSR before going through the next step.

Q: Can you tell me which factors are important to transform HRM into sustainable HRM?

A: The HR staff themselves are the most important. They should understand their own knowledge and develop themselves so that they might transform into sustainable HRM.

Q: Can you tell me what you think about the sustainable HRM process?

A: I have no idea about it, but I guess it is some kind of method to develop talented employees by using the HRM process.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: No. I am sorry. I cannot talk more because I have another appointment at this time. However, if you have any more questions, please email me.

Q: Thank you very much.

Company 9

MNC=Director1

Deputy Managing Director

Telephone: 5 March 2014: 14.00

35 minutes

Q: What are your responsibilities in this company?

A: I have the role of managing the sales department, the after-service department and customer relations. I am not sure that I can answer all your questions, but I will try to answer them.

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: CSR is the concept that the company should be responsible to communities near us to be peaceful in our society.

Q: Can you describe to me the extent of CSR in your company?

A: We set an action plan for it each year.

Q: Is there a particular department that is responsible for CSR in your company?

A: We do not have a particular department for CSR.

Q: Can you explain to me the main priorities that your company has in terms of CSR activities?

A: Our company has CSR activities every year. The main priority is charity activities, which include donating money and miscellaneous goods to NGOs and government departments such as the Thai Red Cross. For example, we spent money on helping NGOs build accommodation for students in many rural schools and spent money on a hospital for cataract patients.

Q: Does the company have a plan or strategy for CSR?

A: We set an annual plan but it depends on the company's situation.

Q: What does 'situation' mean?

A: It means the budget. If we have more profit, we will spend more on CSR activities.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: Firstly, we do take care of employees' happiness. We research employees' satisfaction every year. Secondly, we review employees' income every year and will adjust employees' salary as it relates to

cost of living. Finally, we spend money on employees' health insurance, which covers their medical bills so they can go to private hospitals. These hospitals can take better care of our employees than public hospitals could. We are going beyond the Social Security Act 1954 because this insurance gives greater benefits to our employees than social security benefit.

Q: Is your HRM department implementing CSR?

A: I don't think so, not yet, because we are concerned only about CSR in marketing, rather than in HRM.

Q: Can you tell me what your CSR activities in HRM functions are?

A: No. HRM is not the main department that is responsible for CSR.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: We are concerned about marketing and the company's image and we do CSR activities because of customers, communities and competitors. We do not do CSR because of employees. We are concerned about external factors, about what people want us to do.

Q: Do you not implement CSR in any HRM functions?

A: No, we are not concerned with it now. For HRM we just manage our employees so that they are happy in our workplace.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: No, I don't think so, although the marketing people know what CSR is and they can run the activities.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: I have no idea because the HR department does not have responsibility for this.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: The external factors are the expectations of society and competitors, which force the company to do CSR activities. Moreover, the huge car manufacturing requirements can compel the supply chain companies and their dealers to do CSR as well. The internal factor is the company's policy. If the leader wants the company to do CSR, it will undertake CSR activities.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The NGOs or the government departments always ask for a lot of money, and sometimes many companies cannot pay it. In addition, we cannot do CSR activities in every area that they want, so we choose some CSR projects that relate to our company and give more benefits to society. Finally, many

companies do not know if being a good company will be beneficial to the company or not because it is difficult to measure CSR in an objective way.

Q: Can you tell me what the internal and external benefits could be when you implement CSR?

A: The internal benefits are that our employees can donate to underprivileged groups in society, become aware of social and environmental problems, and gain pride and self-esteem from the activities that they have participated in. It builds a good image for our company. This will bring brand loyalty from the customers. The external benefit is the good relationship between our company and the community.

Q: I know your company has not implemented CSR in HRM; however, I would like to know more about your ideas about it. Can I ask you some questions?

A: Absolutely, yes.

Q: Do you think CSR can help HRM develop its work? How?

A: Yes, I think CSR can help; however, the executive manager should be aware about it first. Then they should put it in the HR plan and let HR staff do their jobs.

Q: What do you think might happen when your company implements CSR in the HRM department?

A: I think salaries and welfare will improve and the company will be concerned about the cost of living. Employees will gain professional development through a variety of training courses.

Q: What do you think about sustainable HRM?

A: From my point of view, it might be the development of labour in terms of the bigger picture. It means people in our country should receive more opportunities to study and there will be a more talented workforce in the future.

Q: How can we achieve that?

A: The education system must develop to produce talented labour for the market. Then, companies will take good care of their employees. This will develop the quality of life of people and establish sustainable HRM. People can live in the society by themselves with a good quality of life.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: I think CSR and HRM are the same topic. They cannot be separated because humans have to live in society. Therefore, companies have a duty to deal with people, communities and society. Some companies can do much more than others can because they have the budget and the team to do the

activities. Nowadays, every activity that we have done is for charity; however, we cannot afford to do some activities such as education that will help society to become more sustainable.

Q: Thank you very much.

A: You're welcome.

Company 10

MNC=Director2

Director of Corporate Affairs and Communications

I have responsibility for public relations with regard to products and the corporation group in Thailand, which comprises BMW, Mini and BMW Motorrad (motorcycles)

Face to Face: 7 March 2014: 13.30

1 hour

Q: Can you tell me what you consider 'CSR' to mean in your company?

A: I am going to talk about the sustainable concept of the BMW (BMW AG) headquarters in Munich, which seriously focuses on sustainability. The board director has said, "Sustainability throughout the value added chain is inseparable from our corporate self-image. This is why we choose to take responsibility, because of our convictions, but also our self-interest now and in the future."

Therefore, BMW AG pushes the concept of sustainability forward, and it is hoped that sustainability will develop the thinking process, operation system and management process so that they do not cause any harm to society and the environment.

Q: Can you describe to me the extent of CSR in your company and can you give me some examples of CSR activities?

A: BMW headquarters has a variety of CSR activities; however, BMW Thailand has continuously supported Baan Gerda, which is a house that helps children with HIV, for many years. In addition, together with the Amari Watergate hotel we arrange the BMW-Amari Midnight Run event in October each year to provide income to support the Chalermprakiet 48 Pansa schools. These schools are located in many places in the north of Thailand to provide education to girls who live in poverty and build an asylum where they can escape a life of child prostitution. The schools are a refuge for girls with parents who are HIV victims, molestation and rape victims, and those with insufficient funding to continue their education, and also create job opportunities for them. We do these activities every year.

Q: Is there a particular department that is responsible for CSR in your company?

A: Yes, in Thailand my department, which is the corporate affairs and communications department, has responsibility for CSR. However, our headquarters has a dedicated CSR department.

Q: Does the company have a plan or strategy for CSR?

A: For the BMW headquarters, CSR activities relate to the main sustainable philosophy. Then it expands this idea to BMW manufacturing around the world. For BMW Thailand, we have long-term CSR projects (more than 10 years), such as our support of Baan Genda, to construct a sustainable society.

Questions about CSR in HRM functions

Q: Can you describe to me the extent of HRM functions in your company?

A: We have 12 basic principles, which are rooted in employees' development, and which are customer orientation, peak performance, responsibility, effectiveness, adaptability, dissent (frankness), respect (trust and fairness), associates, leading by example, sustainability, society, and independence. (See details in document 1.)

Q: Is your HRM department implementing CSR?

A: Yes, we are. We are trying to insist on educating our employees with regard to social awareness. We focus on employees' participation in every activity that we arrange. For example, during the flooding in 2012 we arranged a "Give Blood for Flood Relief" project, which was run by both the Bangkok office and the Rayong province office. Another is the "Recycling Project" which we launched for schools that are located close to the Rayong province office. We have sent our staff to schools to educate students on how to change waste materials into new products and reuse them. These projects are all managed by the HRM department and my department.

Q: Can you tell me which approaches you have used to implement CSR (inside-out, outside-in or shared-value models), and why?

A: We are concerned about employees' participation in CSR activities. The HRM department tries to build employees' knowledge about CSR. The HRM department educates our employees about CSR by using training courses.

Q: Can you tell me how human resources staff understand and engage with CSR?

A: Yes, they do, because HR staff must have clear knowledge about CSR and sustainability and participate in those activities before they arrange the training programmes for our employees.

Q: Can you tell me which HRM roles are important in the implementation of CSR?

A: Training is the main role for HRM staff in relation to CSR. This helps our employees understand and then be willing to participate in CSR and sustainable activities. The main objective of our company is employees' participation in those activities.

Q: Can you tell me if there are any external and internal factors that might influence the CSR in HRM?

A: The internal factor is the employees' awareness about CSR, especially society, communities, competitors, customers and colleagues. The external factor is how to set the time to do CSR and sustainable activities, which should be arranged outside the normal working times.

Q: Can you tell me if there are any internal and external obstacles that might restrict the CSR in HRM?

A: The job itself is the main obstacle to doing CSR activities because every employee has to prioritise their job over doing outside activities. We have performance management, which evaluates the employees' ability and performance, which relate to employees' salary and promotion. Therefore, many employees pay attention to their job more than to other activities.

Q: Can you tell me what the internal and external benefits could be when you implement CSR in HRM?

A: CSR in HRM will help employees to be proud of our company and want to be committed and have loyalty to our company, which will build a good corporate image.

Q: Do you think that a greater CSR trend in HRM departments is desirable?

A: In my opinion, CSR is not a direct influence on the HRM department. It influences corporate image, especially MNCs companies. MNCs can make many benefits for the host countries, which the MNCs are located. This will attract talented labourers to come and work with us.

Q: Can you tell me what you consider sustainable HRM to mean in your company?

A: Sustainable HRM is seriously considered because we believe in diversity, and especially in a cultural mix. We have a variety of labour generations who work with us and we have a cross-cultural workforce who come from many countries. Therefore, we have to be concerned about discrimination issues, which are nationality, age, religion, political opinion, gender and educational levels, so that they do not obstruct our work.

Q: Do you think that CSR in HRM departments can help to develop sustainable HRM?

A: Yes, I believe so, because our company philosophy is to be the same way, as you said.

Q: Can you tell me which factors are important to transform HRM into sustainable HRM?

A: HRM staff should obviously acknowledge, understand and have good practice in their own job. Then they will know how to transform their department.

Q: Can you tell me what you think about the sustainable HRM process?

A: It is important that it should happen in every department, not only in HRM. Therefore, the important process is how employees and every department can contribute to CSR and push it through sustainability.

Q: Is there anything else that you would like to say about CSR in HRM and sustainable HRM in your company?

A: No, I think I have said everything already.

Q: Thank you very much.

A: You're welcome.

Appendix 7: Translation Letter

Certification of Translation Accuracy

I am Dr. Pattarathep Sillaparcharn, a lecturer at University of the Thai Chamber of Commerce, hereby certify that the below mentioned documents been translated from English to Thai and Thai to English and that the translated text truly reflects the content, meaning, and style of the original text and constitutes in every respect a correct and true translation of original documents.

- Questionnaire 1 for CEOs (English to Thai)
- Questionnaire 2 for HRM managers (English to Thai)
- Interview Schedule (English to Thai)
- Interview Transcripts (Thai to English)



Dr. Pattarathep Sillaparcharn

30 October 2014

Appendix 8:

Companies' Website Capture from Nvivo

1. Stakeholder Expectations

1. Stakeholders

1.1 General Stakeholders Mentioned

"We fairly and ethically conduct business with our suppliers to develop the sustainable relationship" (AMPAS, 2014)

"AAPICO vision is to be a lean, green and happy world-class organisation with 4 fundamentals values of happy customer, happy employees, happy shareholder and happy public." (AAPICO, 2014)

"To business partners – we build relationships to trust by engaging in open communication with mutual prosperity as our goal.... We seek to be one of the solid and healthy leading companies who run business by aiming to combine equivalent interest of shareholder, customer, business associate, employee, society and environment with good governance as well as being a noble model in Thai society." (Hino, 2014)

"Our principle contribution to stakeholder" (Siam Furukawa, 2012)

"Reflecting our corporate philosophy, we promise once more to be a company that has gained the trust of all stakeholders" (Mitsubishi Motors, 2015)

"We place importance on customer's trust, partner's trust, shareholder's trust and our employee's trust" (NHK Spring, 2012)

"We provide superior returns to our each of our stakeholders." (Ford, 2014)

"Company policy shall be communicated to the vendors and sub-contractors, and available to the public." (Sunchirin, 2011)

"Most admire by our customers, employees, business partners and shareholders for the experience and value they enjoy from being with us" (Tata Motors, 2014)

"The company will promote open and mutually beneficial relationships with business partners in pursuit of long term growth and prosperity" (Toyota Boshoku, 2014)

"Business partners are the manufacturers and providers of product and services for the company and its dealers work together in a long-term relationship for mutual

development through mutual trust. When it needs new business partners, the company welcomes all kinds of candidates regardless of their nationalities and business sizes, but evaluates their general strengths. The competition needs to be free and just in compliance with Thai laws" (Toyota, 2015)

"By supplier we will mean business partners who grow together with us." (Thai Stanley, 2014)

1.2 shareholders Mentioned

"To shareholders-we work hard to anticipate changes in the business environment in order to improve the Hino Group's corporate value" (Hino, 2014)

"Generating strong financial status and attractive return to shareholders" (Inoue, 2007)

"Respect for shareholders" (Michelin Group, 2012)

"Shareholders-securing long term profitability" (SMR, 2014)

"By shareholder we will mean both present and future investors including shareholders" (Thai Stanley, 2014)

"Shareholder- the company will promote innovative management policies that ensure future corporate growth and the trust of our shareholders" (Toyota Boshoku, 2014)

"Shareholders- the company is committed to increase its business performance while maintaining stable growth in the long-term for the benefit of the shareholders. (Toyota, 2015)

"Shareholders- In addition to the rights and equitable treatment of majority and minority shareholders as well as institutional investors, the company shall conduct business in a transparent manner with standard and reliable accounting system for the best interest of shareholders. The company places importance on the growth of the company and appropriate return to shareholders in the long-run" (AAPICO, 2014, p45)

1.3 society and communities Mentioned

"Community- The company has continually provided support and contribution to community and society where it operates and as a whole. It strongly encourages its subsidiary and associate companies to protect environment and maintain safety standard in its operation. It also gives full support to activities of the company's social

club to create awareness of the importance of community among employees.” (AAPICO, 2014, p45)

“To Community – we grow business along with developing our responsibility to the community and environment” (AMPAS, 2014)

“Enhance the community.” (Auto Alliance, 2014)

“Social responsibility is an integral part of our corporate self-image.” (BMW, 2014)

“Not only harmony within the company, but also the integration of harmony on a broader scale is essential. In other words, integration that is based on family harmony leads to the development of the company, the local community and international society. It is this concept that is the fundamental spirit of our company.” (DAIWA KASEI, 2012)

“We are a global, diverse family with a proud heritage and passionate commitment to providing personal mobility for people around the world. We anticipate consumer needs and deliver outstanding products and services that improve people’s lives.” (Ford, 2015)

“To the international and local communities- we strive to provide product that are safe and environmentally friendly, pursuing a responsible balance with the environment in all of our corporate activities. We strive to contribute to local communities in all the regions where we do business. (Hino, 2014)

“Building a better Thai society together: Honda conducts its business in Thailand with a caring and responsible attitude toward society.” (Honda, 2014)

“Participation in community development” (Inoue rubber, 2007)

“A company’s performance is not assessed only in terms of its economic results. It is taking its place harmoniously in the communities and society around it.” (Michelin, 2012)

“We are committed to providing the utmost driving pleasure and safety for our community...With this in mind, we think 2014 was a critical turning point for MMC to evolve into accompany that is essential to society.” (Mitsubishi Motors, 2015)

“Caring for the community for a better life and a better society. Satisfaction with social responsibilities” (NHK Spring, 2012)

"Leading to the sustainable development by social responsibility." (Siam Furukawa, 2014)

"We pledge to do our part in fostering the well-being and safety of society." (Siam NSK Steering, 2014)

"The work guideline of our company based on providing of the assistance for social development and getting closer to local community in order to allow them to live their life happily. We always participate in providing of the continuous support for local community activities." (Thai Stanley, 2014)

"TBAS always thinking to get reliability from community which is hey essence to succeed the business and it is very important to be recognised by community that our companies contributing to the development of the country and growth of the people....Create a better society as a member of our local communities" (Toyota Boshoku, 2014)

"Contribute to communities...Moreover; it is committed to searching for better, safer and cleaner technologies to develop products that meet the changing needs of society....Help to develop a better society through activities for the general public" (Toyota, 2015)

"Supply satisfied products for global communities...contribute to society with creativity and the spirit of accord" (USUI international Corporation, 2014)

"We contribute to our community though the successful operation." (Ogihara, 2012)

1.4 Customer Mentioned

"Customer-the company has firm commitment to its customer to continuous develop and improve its products and services. The company shall abide by the requirements agreed upon between the company and its customers." (AAPICO, 2014, p45)

"We provide customers with the products which meet their requirements by applying technology innovation to the design, manufacturing and quality assurance process." (AMPAS, 2014)

"Exceed our worldwide customers' expectations" (Auto Alliance, 2014)

"On a local basis, Mercedes-Benz (Thailand) is committed to serving the specific needs of the Thailand luxury automobile segment through superior products and the best possible customer service. Our network of authorised dealers, genuine parts and

service, and financial services, work together to maintain a consistent brand experience for our valued customer throughout the country.” (Mercedes-Benz, 2013)

“Customer orientation-the success of our company is determined by our customers. They are at the heart of everything we do. The results of all our activities must be valued in terms of the benefits they will generate for our customers.” (BMW, 2014)

“Realise the world No.1 quality to satisfy customer.” (Colsonuc Kesei, 2014)

“The products of our company shall maintain the leading position in Thailand and other countries of ASEAN, and ensure to gain the trust and satisfaction of our all customers.” (Chuhatsu, 2014)

“Today, Ford has become a major force in the automotive industry in Thailand “The Detroit of Asia”, and Ford intends to boost production further to grow its business and to achieve maximum customer satisfaction. However the beginning was not so smooth....The customer is our priority. We do the right thing for our customers.” (Ford, 2014)

“Everything starts and ends with customers.” (General Motors, 2014)

“We meet our customers’ expectations by providing useful products and services... Thai Hino working style focus on “Customer first.” (Hino, 2014)

“Respect for customers” (Michelin Group, 2012)

“In fiscal 2014, we worked to change our way of thinking company wide by redoubling our efforts from the customers’ perspective. Against this backdrop, we embarked upon the second year of the customer first programme, various measures for which are starting to take shape.... We are committed to providing the utmost pleasure and safety for our valued customers” (Mitsubishi Motors, 2015)

“Earning a highest reputation from the customer in relation to QCDEM (quality, cost, delivery, engineering and management).” (NHK Spring, 2012)

“At Nissan, we believe that customer satisfaction begins with product quality. We have the most attractive, most drivable, most reliable vehicles that technology and attention to detail can provide. But we still know that customer satisfaction requires much more than that. We know that quality is meaningless without service. And that service is meaningless without quality. But if the two go hand in hand, the result is a totally satisfying experience.” (Nissan Motors, 2014)

"Exceed our customer expectations, with sustainable growth and continuous improvement of Technology, Disciplines and People Management." (PCS Precision Works, 2012)

"To establish brand loyalty in terms of quality and trustworthiness and offer the best service for customers." (Sammitr, 2012)

"Customer first through good knowledge of its customers' business operations and conditions, Scania delivers solutions that contribute to customer profitability by means of high earning capacity and low operating costs, while promoting a sustainable environment. The customer's operations are at the centre of the entire value chain: from research and development via procurement and production, to sales, financing and delivery of services." (Scania, 2014)

"We commit to all customers that we will contribute all our effort, intention and resources to make continual improvement in our customer satisfaction and less impact to public environment." (Shibata Giken, 2014)

"To serve our customers through innovative and responsive solutions, taking advantage of our world leading technologies." (SAIM NHK Steering, 2012)

"Customer-Supplying best products at best prices." (SMR, 2014)

"To be passionate in anticipating and providing the best vehicles and experiences those excite our customer globally." (Tata Motors, 2012)

"To provide high-quality products and series to meet customers' satisfaction." (Thai Kansia Paint, 2014)

"Our policy has always been to build a lasting relationship of mutual trust and reliability with all our customers. We also supply customers throughout Southeast Asia, as well as securing substantial accounts in Europe, America and Australia, well known brand names in our customer base includes Toyota, Stanley Works, Mitsubishi and Ford/Mazda." (Thai Metals, 2014)

"To build optimum customer satisfaction through world-class quality and services." (Thai Rung Union Car, 2014)

"By customer we will mean not only our direct clients but also include the end users of our products." (Thai Stanley, 2014)

“Thai Summit Group is committed to meet customers’ needs in the fields of services and the quality of new innovative products with consistent supply in automotive and other industries. We are able to produce environment friendly products using the reverse engineering techniques and development of product carefully involving since the designing stage, product testing, tool designing and manufacturing including joint designing of the component with the customers R&D team in order to produce the final products as per customers need and maximise the ultimate customers’ satisfaction.” (Thai Summit Group, 2014)

“The company will develop innovative technologies and products to deliver quality that satisfies our customers.” (Toyota Boshoku, 2014)

“Develop vehicles which exceed customer expectations....emphasize customer satisfaction.... Toyota Motors (Thailand) would like to thank all our customers and supporters who have played such an important role in the success of Toyota in Thailand and many other countries. We hope we are able to maintain our excellent relationship with our customers as we have for the last 50 years, well into the future” (Toyota Motors, 2015)

“Obtain the customer reliance through the highest quality.” (USUI International Corporation, 2014)

“Year after year, V.S. develops and produces forklift tires that receive the highest customer satisfaction ranking in the industry. We deliver the highest quality tires to our customers.” (V.S. Industry Tires, 2015)

“To undertake forward-looking research and to create new value in providing products and services that customer find satisfying.” (ASNOHORIE, 2014)

“We commit that our way of thinking always stand on customers view point.” (Ogihara, 2014)

1.5 Employees Mentioned

“The company recognises the importance and well-being of its employees and considers health safety and welfare of personnel at all levels as priority. The company takes care that employment contracts shall be fair. Remuneration shall be reasonable and appropriate according to their capabilities and be able to maintain their motivation. The company has also provided trainings and development programmes

to improve and enhance their skill and performance and shall maintain high standards of safety and discipline in the working environment.” (AAPICO, 2014, p45)

“We fully support employees to be excellent at what they do and strive to ensure all employees and their families their well-beings” (Ampas, 2014)

“People-Develop skilled, informed, committed, and empowered people...Many internal AAT programs also focus on promoting good employee relation and boosting staff morale, with the aim to further enhance efficiency and the working environment” (Auto Alliance, 2014)

“Human resource development, standardization and visualization...We are persistent to invest in the CK core values generating pride, passion and loyalty in all of our team members...Based on the basic principle “The Health and Safety of employees takes precedence over all” we are committed to create the safest and more appropriate workplace in the auto-parts industry through the participation of all employees” (Calsonic Kensei, 2016)

“Denso is a firm with stability and superb benefits promoting better employee's quality of lives.” (Denso, 2014)

“Maintaining strong and open communications and engagement with the people our activities affect from our own employees and the dealers who sell our vehicles to our customers and our broader communities....Offers outstanding opportunities to anyone who wants to build career in a dynamic growing multinational organisation. We are a business that moves fast, has a global presence, and responds to the community. We are a company that partners to invest time and resources, as well as we provide opportunities for career success.” (Ford, 2014)

“Employee engagement that encourages a sustainable mindset at GM” (GM, 2014)

“We respect each individual employee, and strive to create a workplace that fosters personal growth...Thai Hino working style emphasise team work more than individualism. We all understand our roles and duties as a member of the team, participate in assignments, solve problems, share experiences and express comments in team. We work hand in hand based on clarified and thorough effective communication under suitable team work atmosphere and also work by team spirit to achieve common goal simultaneously.” (Hino, 2014)

“Developing skills and knowledge of employees at all levels to achieve their performance enhancement” (Inoue Rubber, 2007)

“We believe in working as a team, where each person has to integrate and react quickly to one another and share a common goal.” (JVK&JWD, 2014)

“It is also measured by its ability to develop its employees” (Michelin, 2012)

“Management that aims at providing a company that adds value to our lives of our employees.” (MIKUNI, 2014)

“In an effort to reform our corporate culture, we took steps to spread the MMC corporate philosophy companywide by holding workplace discussions and continuing to conduct surveys to determine the level of improvement in employee attitudes. Aiming to accelerate these reforms, training sessions were undertaken for key manager-level employees from each workplace.” (Mitsubishi Motors, 2014)

“Continuous human resources development...Being a “Real Safety Workplace”/ Create Global Human resource...Developing human resource responsible for the next generation ” (NHK Spring, 2012)

“Employees are continuously required to get training or other skill development and willing to learn the new thing then apply them to improve their efficiency.” Nippon Paint, 2014)

“Commitment to develop human capital to be professional, continuously develop.” (Nittan, 2014)

“Respect for the individual respect for the individual means recognising and utilising each employee’s knowledge, experience and ambition in order to continuously improve and develop working methods. Inspiration and new ideas are born out of day to day operations. This helps ensure higher quality, efficiency and job satisfaction... Work areas at Scania you make a difference.” (Scania, 2014)

“This corporate aims of Shiroki Corporation (Thailand) Ltd are the contribution to the society, the improvement of employees’ living standard.” (Shiroki Corporation, 2014)

“All process is under control and inspection to assure quality standard, safety of employee and to avoid delivering negative impact to our mother earth. (Siam Furukawa, 2014)

"To provide challenges and opportunities to our employees, channelling their skills and fostering their creativity and individuality." (Siam NSK Steering, 2012)

"Employee-offering unlimited opportunities in an attractive company." (SMR, 2014)

"The most important factor that we are proud of the company's tremendous manpower. We believe in tapping and developing the skills of our people." (Summit Auto Body, 2012)

"The company uses high-technology to produce a safe workplace for its employees...To be acutely aware of the occupational health and safety to the company's employees." (Thai Kansai Paint, 2014)

"By employee we will mean our colleagues who share the same company objectives both today and tomorrow." (Thai Stanley, 2014)

"The company will build and maintain positive labour-management relations, respect the individual of its employee and create safe and comfortable workplaces." (Toyota Boshoku, 2014)

"The company emphasises on its employees and believes that its business success results from the creativity and the collaboration of its employees, so it encourages them in their self-development. (Toyota, 2015)

"To promote and avail the employees the opportunities to continuously develop their knowledge and skills." (Sika, 2013)

"We commit that maintain good teamwork within our company and developing integrity, respect and pride in our heart. We commit that maintain the safest working environment." (Ogihara, 2014)

2. Environment Mentioned

"The environment is yet another priority at Auto Alliance, and one that is considered worthy of investment in terms of money, time, people and other resources. This is why Auto Alliance produces, in the most efficient way, product that are environmentally sound and, at the same time, of value to customers. The company strives to achieve sound environmental performance by controlling the impact of its activities, product and services on the environmental policy and objectives." (Auto Alliance, 2014)

"Daimler remains committed to shaping the future of mobility through its pioneering work in green technologies. Heavily invested in the cutting edge of development of hybrid drive system, fuel cell technologies and electric drive, we are paving the way to zero-emissions driving." (Benz, 2013)

"Prevent environmental problems associated with air, water, noise pollution, waste from manufacturing processes and energy saving to affect environmental least." (Calsonuc Kensei, 2014)

"To obey rule and discipline of environmental management continually...To use technology, resource and energy worthily...To promote appropriate training and awareness in environmental preserve and occupational health and safety" (Cataler, 2014)

"To be a model organisation on social and environmental responsibility...Thai Hino working style is realised the importance of effective resources saving without any waste. We care and always protect environment wherever we may be in the world because we have learnt that everything surrounding us either life or lifeless influencing each other. We therefore seek to conserve resources and environment seriously." (Hino, 2014)

"Increasing safety work and environments protection." (Inoue Rubber, 2007)

"Environment policy Jibuhin conscious that realise the importance of the environment, then get set a policy, as follows, environment, by the bringing fixes to happen the base in operating side of a company." (Jibuhin, 2014)

"To preserve global environments and resources and prevent pollution, we will manage our business activities, our product development, and our services through ongoing improvements with a full awareness of our environmental impact." (JVC Kenwood, 2014)

"Consistently and continuously improve environmental activities also activity management systems." (L.I.S. International, 2014)

"Respect for the environment." (Michelin, 2014)

"Having care of the important of ecology and economy vehicle production, the assembly factory adopts the aqueous coating system for the environmental friendly painting process work. Through these activities, which reduce emissions of CO₂ and other greenhouse gases, we are helping to find solutions for global warming." (Mitsubishi Motors, 2014)

"To concern the environment is what NHK Spring has been striving." (NHK Spring, 2012)

"The operation direction at Nippon Paint lies in the preservation of nature and environment. This is achieved by the development of quality paints that utilize minimum resources from the nature, meanwhile posing minimum effects to the environment. (Nippon Paint, 2014)

"Under the spirit and the awareness of the importance of preserving the environment." (Nittan, 2014)

"Sammitr recognizes and is concern about the depletion of natural resources, the loss of the natural environment and the development of the agricultural sector. Without the country would not move forward. Our care also extends to the quality of life of the people and youth who will become an important force in the future." (Sammitr, 2014)

"Scania strives to minimise the environment impact of our products, both during manufacture and during use. We do this taking into account the environmental effects throughout the entire life cycle of our trucks, buses and engines. (Scania, 2014)

"Continuously intend to improve environmental management system." (Shibata Giken, 2014)

"We are aware of environmental impacts from all of our operation activities." (Saim Furukawa, 2014)

"The NSK Group is determined to fulfil its social responsibility and to protect the global environment. (NSK Steering, 2014)

"The company uses high-technology to be a better environmental for the community." (Thai Kansai Paint, 2014)

"The company purposes to maintain environment ad to use natural resources worthy by the environmental activities of company which completely preserve the natural." (Thai Stanley, 2014)

"Supply sage product that do not harm the environment. Promote corporate activities that help protect the global environment." (Toyota Boshoku, 2014)

"Responsible for development of rural areas and protect the environment...Toyota strives to be a leader in the fusion of the environmental and industrial world." (Toyota Motors, 2015)

"Union Auto parts is fully committed to a policy of environmental care." (Union Auto Parts, 2014)

"We must offer good tire quality with reasonable price and find ways to make our products more fuel efficient. We must also make our processes and plants more environmentally friendly." (V.S. Industry Tyre, 2015)

"To recognise responsibility to offer safe and clean products that contribute to preservation of the global environment." (FTS, 2014)

3. Company Operation Mentioned

"Achieve world class process excellence" (Auto Alliance, 2014)

"We have made a continuous effort, to seek new technology, new materials and process efficiency." (Chuhatsu, 2014)

"Continuous Research and Development for technical improvement of raw materials processes and products." (Inoue rubber, 2007)

"Operate with local insights in compliance with internationally recognised standard react quickly and adapt distinctively to specific needs without compromising internationally respected standards for operations." (JVK&JWD, 2014)

"Aiming for consistently creative manufacturing from development to production." (NHK Spring, 2012)

"Toyota automobile production process consists of 5 main stages. Each stage of the production process is equipped with advanced system to reduce pollution and waste that are discharged during the production such as air pollution, noise and wastewater. This includes a systematic disposal of liquid and solid waste." (Toyota, 2015)

"The company manufactures a range of standard automotive products using advanced process technology a modern computer management system and comprehensive quality control system. This commitment go manufacturing excellence has won the company the reliance of many top-name local and international motorcycle assemblers." (Union Autoparts, 2014)

4. Corporate Performance Mentioned

"Achieve financial strength and long-term growth. Achieve world class product quality and process excellence" (Auto alliance, 2014)

"We aim to be the best – a challenge to which all of us must rise. Each and every associate must be prepared to deliver peak performance. We strive to be among the

elite but without being arrogant. For us, it is the company and our products that count – nothing else.” (BMW, 2014)

“Establish brand name “Calsonic Kansei Thailand” in Thailand market and CK global.” (Calsonic Kansei, 2014)

“CTC is one of the few manufacturers of automobile control cables in Thailand. Who are able to offer full produce and manufacturing to automobile manufacturers. We have made a continuous effort, to seek new technology, new materials and process efficiency.” (Chuhatsu, 2014)

“To become the world’s leading consumer company for automotive products and services.” (Ford, 2014)

“Generating strong financial status. Continuous research and development for Technical improvement of raw materials, processes and products. ” (Inoue rubber, 2007)

“Under “Vision 2020” JVCKENWOOD” will establish architecture in which business having a high ROIC from “profit-base business” and support investment in “growth-leading businesses” it will also accelerate the integration of technological assets by changing its organisational structure according to the customers’ industry. Operation with local insights in compliance with internationally recognised standards. React quickly and adapt distinctively to specific needs without compromising internationally respected standards for operation.” (Kenwood, 2012)

“Maxxis, ensures that our products continue to evolve, remaining the best in quality and performance.” (Maxxis, 2014)

“Strengthening to sustainable growth with profitable efficiency. Increasing of cost competitiveness by thorough “MIA Activity”. ” (NHK Spring, 2014)

“ASEAN leading manufacturing of engine value.” (Nittan, 2014)

“The reliable, world class OEM manufacturer of precision machined components.” (PCS Precision works, 2014)

“To be the global leader in “Logistics Solution” and “Renewable Energy” in the market.” (Sammitr, 2014)

“Now we are ready for supplying our quality products with high reliability to the global market.” (Shibata Giken, 2014)

"We are manufacturer of braking efficiency. Control for safety in all driving conditions. Allowing the driver to feel the softness and comfort on long trips. Not only satisfaction you will get from using the product. But you also ensure the safety of our products globally as well. Brake systems for motorcycles and cars because of us. It is widely used in car assembly plants throughout the world." (Nissin Brake, 2014)

"Yarnapund has strong relationship with car assemblers. The company has been in this business for a long time, quality of its products, cost of production and product delivery system (Quality-Cost-Delivery) have gradually and continuously been improved and accepted by the customers. Technical assistance by number of car assemblers have also been received, which also means the opportunity to support additional demand potential growth for the future. Currently in an expansion process diversifying its product and customer such as electronic component part." (Yarnapund, 2014)

"A leading and reliable investment company engaging in diverse business activities, managing the investments for the company's growth and long-term stability with sound return on investment." (Saha-Union, 2013)

"FTS is a full-service fuel-system supplier engaged in the planning, design, and manufacture of fuel systems, with the main focus on the steel and plastic fuel tanks." (FTS, 2014)

"We commit that company and team members continue to grow and improving. Then, our operation will grow and quality of life will improve." (Ogihara, 2014)

"Union Autoparts manufacturing is not only respected high-capacity manufacturer of top-quality automotive parts, but it is also an important element in the overall automotive industry in Thailand. (Union Autopart, 2014)

5.CSR Concepts

"The company intends to build a sustainable CSR strategy for the Thai society, to live in harmony with the environment. Many of the projects concentrate to help the society, environment and education." (AAPICO, 2014)

"Honda is committed to helping create a sustainable Thai society and has cooperated with both the private and public sectors to implement many CSR activities. Improvements impact every aspect of the quality of life for Thais, from the environment

and education to safety and social welfare. We are continuously working to improve the quality of life for all Thais." (Honda, 2014)

"Shoki Hoko = corporate responsibility to society strive to enrich society, both materially and spiritually, while contributing towards the preservation of the global environment." (Mitsubishi motors, 2014)

"Contributing CSR activities." (NHK spring, 2014)

"The NSK is determined to fulfil its social responsibilities and to protect the global environment." (NSK Steering, 2012)

"The work guideline of our company based on the assistance for social development and getting closer to local community in order to allow them to live their life happy." (Thai Stanley, 2014)

"Integrated CSR across value chain." (Toyota, 2015)

6. Corporate Citizenship Concept

"Over and above its high corporate profile, AutoAlliance is an insightful neighbour in the surrounding communities where it operates." (AutoAlliance, 2014)

"We are committed to be a social responsible corporate citizen that brings value to our shareholders communities and team members." (Calsonuc kensei, 2014)

"Lastly, as a good social contributor, we initiate corporate citizenship program." (Ford, 2014)

"We are devoted to good corporate citizenship, complying with laws and regulations and maintaining high ethical standards." (Hino, 2014)

"Corporate citizenship: One of Honda's commitments is to be an organisation that contributes positively to society." (Honda, 2014)

"Four key themes based on MMC's corporate philosophy from the based of the company's corporate citizenship activities, abbreviated by the acronym STEP: Support for the next generation, Traffic safety, Environmental preservation and Participation in local communities." (Mitsubishi Motor, 2014)

"The company assumed that we're part of the Thai society since the day we have been established in Thailand up until now, we always participate in proving of the continuous support for local community activities." (Thai Stanley, 2014)

"Create a better society as a member of our local communities." (Toyota Boshoku, 2014)

"We strong aim for good citizenship with social responsible mindset and value the importance of stakeholder in corporate governance." (Toyota motors, 2015)

7. Innovation

"We provide customers with the products which meet their requirements by applying technology innovation to the design, manufacturing, and quality assurance process." (AMPAS, 2014)

"Innovations that grows our business through new products and services that customers desire while addressing environmental issues and social concerns." (General Motors, 2014)

"Develop and maintain innovative technologies that enable us to provide customers with useful products and services." (Hino, 2014)

"Create new things for the logistics world never stop seeking new opportunities and continue to think in all direction for further developments and increased ability to address all logistics requirements with new solutions." (JVK&JWD, 2014)

"We focused on innovation of production and organisation for continuous quality improvement to meet customer's satisfaction." (L.I.S., 2014)

"Dedicate to create innovation and quality to be all leader in battery business by ethical and excellent people leading to the sustainable development by social and environmental responsibility." (Siam furukawa, 2014)

8. Quality

"Achieve world class product quality." (AutoAlliance, 2014)

"Realise the world No.1 quality to satisfy customers." (Calsonuc kansei, 2014)

"Chuhatsu, has firmly intention and maintains the quality management system which compatible with the standard provision ISO/TS 16949 including responding customer needs. (Chuhatsu, 2014)

"The company has operated business in Thailand for a period of more than 10 years, which mainly manufacture autoparts with good quality and durability standards of efficiency." (Dsiwa Kasei, 2014)

"Honda Quality: One standard, world-wide Honda's operations in Thailand have expanded throughout the world." (Honda, 2014)

"Quality in each product with international quality system." (Inoue rubber, 2007)

"Beyond service quality" (JVK&JWD, 2014)

"To obtain the perfect products with quality as company standards or customers requirement, L.I.S. therefore create the quality control closely in every step of production process by compiling with company standards and ISO to examine and ensure our products quality before deliver to customers. The quality control are divide by production process into 3 steps: material properties testing, checking point of produce and packing and packaging check." (L.I.S., 2014)

"Maxxis, ensure that our products continue to evolve, remaining the best in quality and performance." (Maxxis, 2014)

"In term of operational quality, we have begun to revamp employee work styles by updating in-house operational infrastructure systems. Regarding product quality, said to be the lifeline of automakers, we have undertaken a variety of initiatives based on quality upgrade (Q-up), which expresses its aim to reach the industry's top level statistics by half compared to fiscal 2012: the number of new car defects the percentage of defective supplier parts and the time taken by us to devise countermeasures for defects." (Mitsubishi motors, 2015)

"Quality is the first priority for our products. In order to produce the highest quality products possible quality control systems are used on each production process." (NHK spring, 2014)

"The company strongly emphasises the quality of product and service by which we believe are the key contributors to our competitive advantage in international and domestic markets." (Nippon paint, 2014)

"Quality high profitability for the customer throughout the product life cycle depends on delivery of high-quality solutions from Scania." (Scania, 2014)

"We have standardised product quality and specifications with international standard accreditations guarantees." (Shibata Giken, 2014)

"To improve quality, ensure punctual delivery and continuous development with utmost effort to meet specific requirements at the lowest cost that will retain a high level of customer satisfaction." (Thai metals, 2014)

"Work hard to achieve the highest standards." (Toyota, 2015)

"We shall be the front liner in product of world class quality battery at competitive cost and continuing increasing sales and market share both in domestic and international markets." (Yuasa Battery, 2014)

"Quality first" (Tanaka, 2014)

"Unwavering commitment to providing high-quality products, which meet most stringent quality control measures and achieve world-class competitiveness inspired YNP to implement the most prestigious internationally-recognised certificate for the product of automobiles and automotive parts and components." (Yarnapund, 2014)

"To groom new generation of knowledgeable and executives with leadership quality, those who could blend well with the company's cultures, upholding integrity, quality and service." (Sika, 2013)

"We deliver the highest quality tires to our customers." (V.S. Industry Tyre, 2015)

"We commit that our quality, value and service is the best in class." (Ogihara, 2014)

9. Sustainability

"Sustainability in our view, sustainability refers to our business success, which is the basis for the fulfilment of our ecological and social responsibility." (BMW, 2014)

"A global automotive company, inspired to contributing to a sustainable society." (Calsonuc kansei, 2014)

"Striving to move forward faster for sustainable development." (Daiwai kasei, 2014)

"Integration that ensures sustainability is embraced throughout GM." (General Motors, 2014)

"To make the world a better place to live by helping people and goods get where they need to go safely, economically and with environmental responsibility while focusing on sustainable development. (Hino, 2014)

"Michelin contributes in a sustainable way to better mobility delivering an outstanding balance of performance in safety, fuel saving and longevity." (Michelin, 2014)

“Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people. Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile.” (Toyota, 2015)

“Our company is committed to the slogan “Sustainable development” and we place great importance on certification.” (Tanaka, 2014)

“To build a sustainable society that endures for future generations, we believe that studying the wisdom of nature and harnessing it to human intellect will establish new technologies capable of preserving a sound natural environment that can coexist with humanity. We are working toward a new dimension in manufacturing through technologies that are gentle on both people and the environment.” (FTS, 2014)

10. HRM outcomes

“The company recognises the importance and well-being of its employees and considers health safety and welfare of personnel at all levels as priority. The company takes care that employment contracts shall be fair. Remuneration shall be reasonable and appropriate according to their capabilities and be able to maintain their motivation. The company has also provided trainings and development programmes to improve and enhance their skill and performance and shall maintain high standards of safety and discipline in the working environment.” (AAPICO, 2014, p45)

“We fully support employees to be excellent at what they do and strive to ensure all employees and their families their well-beings” (Ampas, 2014)

“People-Develop skilled, informed, committed, and empowered people...Many internal AAT programs also focus on promoting good employee relation and boosting staff morale, with the aim to further enhance efficiency and the working environment” (Auto Alliance, 2014)

“Human resource development, standardization and visualization...We are persistent to invest in the CK core values generating pride, passion and loyalty in all of our team members...Based on the basic principle “The Health and Safety of employees takes precedence over all” we are committed to create the safest and more appropriate workplace in the auto-parts industry through the participation of all employees” (Calsonic Kensei, 2016)

"Denso is a firm with stability and superb benefits promoting better employee's quality of lives." (Denso, 2014)

"Maintaining strong and open communications and engagement with the people our activities affect from our own employees and the dealers who sell our vehicles to our customers and our broader communities....Offers outstanding opportunities to anyone who wants to build career in a dynamic growing multinational organisation. We are a business that moves fast, has a global presence, and responds to the community. We are a company that partners to invest time and resources, as well as we provide opportunities for career success." (Ford, 2014)

"Employee engagement that encourages a sustainable mindset at GM" (GM, 2014)

"We respect each individual employee, and strive to create a workplace that fosters personal growth...Thai Hino working style emphasise team work more than individualism. We all understand our roles and duties as a member of the team, participate in assignments, solve problems, share experiences and express comments in team. We work hand in hand based on clarified and thorough effective communication under suitable team work atmosphere and also work by team spirit to achieve common goal simultaneously." (Hino, 2014)

"Developing skills and knowledge of employees at all levels to achieve their performance enhancement" (Inoue Rubber, 2007)

"We believe in working as a team, where each person has to integrate and react quickly to one another and share a common goal." (JVK&JWD, 2014)

"It is also measured by its ability to develop its employees" (Michelin, 2012)

"Management that aims at providing a company that adds value to our lives of our employees." (MIKUNI, 2014)

"In an effort to reform our corporate culture, we took steps to spread the MMC corporate philosophy companywide by holding workplace discussions and continuing to conduct surveys to determine the level of improvement in employee attitudes. Aiming to accelerate these reforms, training sessions were undertaken for key manager-level employees from each workplace." (Mitsubishi Motors, 2014)

“Continuous human resources development...Being a “Real Safety Workplace”/ Create Global Human resource...Developing human resource responsible for the next generation ” (NHK Spring, 2012)

“Employees are continuously required to get training or other skill development and willing to learn the new thing then apply them to improve their efficiency.” Nippon Paint, 2014)

“Commitment to develop human capital to be professional, continuously develop.” (Nittan, 2014)

“Respect for the individual respect for the individual means recognising and utilising each employee's knowledge, experience and ambition in order to continuously improve and develop working methods. Inspiration and new ideas are born out of day to day operations. This helps ensure higher quality, efficiency and job satisfaction... Work areas at Scania you make a difference.” (Scania, 2014)

“This corporate aims of Shiroki Corporation (Thailand) Ltd are the contribution to the society, the improvement of employees' living standard.” (Shiroki Corporation, 2014)

“All process is under control and inspection to assure quality standard, safety of employee and to avoid delivering negative impact to our mother earth. (Siam Furukawa, 2014)

“To provide challenges and opportunities to our employees, channelling their skills and fostering their creativity and individuality.” (Siam NSK Steering, 2012)

“Employee-offering unlimited opportunities in an attractive company.” (SMR, 2014)

“The most important factor that we are proud of is the company's tremendous manpower. We believe in tapping and developing the skills of our people.” (Summit Auto Body, 2012)

“The company uses high-technology to produce a safe workplace for its employees...To be acutely aware of the occupational health and safety to the company's employees.” (Thai Kansai Paint, 2014)

“By employee we will mean our colleagues who share the same company objectives both today and tomorrow.” (Thai Stanley, 2014)

"The company will build and maintain positive labour-management relations, respect the individual of its employee and create safe and comfortable workplaces." (Toyota Boshoku, 2014)

"The company emphasises on its employees and believes that its business success results from the creativity and the collaboration of its employees, so it encourages them in their self-development. (Toyota, 2015)

"To promote and avail the employees the opportunities to continuously develop their knowledge and skills." (Sika, 2013)

"We commit that maintain good teamwork within our company and developing integrity, respect and pride in our heart. We commit that maintain the safest working environment." (Ogihara, 2014)

Appendix 9: Thai Regulations

- **Thailand Civil and Commercial Code B.E. 2535 (1992), Chapter III, Title VI-VII Hire of Services and Work**

This act concerns the two labour rights concepts of protection of wages and employment security, and working conditions. This code gives priority to the preparation of employment contracts, which achieve fairness between employers and employees, where the employer agrees to pay remuneration for the duration of the services and works. Moreover, this legally establishes a fair contract and forces both employee and employer to follow the details of the contract.

- **Labour Protection Act B.E. 2541 (1998)**

This law concerns the minimum standard practices of employers and employees, referring to women and child labour employment, minimum working age, working hour limitations, overtime compensation and minimum wage coverage, weekly, traditional and annual holidays limitations, sick leave, protection against sexual harassment, equal treatment between women and men, provisions, social security protection and enforcement (ILO, 2013; Ministry of Labour, 2009). These relate to five labour rights: respect for fundamental human rights, protection of wages, employment security, working conditions, and labour market and social policies.

- **Employment and Job Seeker Protection Act B.E. 2558 (1985)**

This law is concerned with three labour rights: respect for fundamental human rights, employment security, and labour market and social policies. It establishes the government's employment office to provide local and overseas employment services to labour with no cost, and to ensure fairness

appropriate for job seekers, especially in overseas employment (Ministry of Labour, 2009). Moreover, authorised agencies under this law can establish skill standards for job seekers.

- **Skill Development Promotion Act B.E. 2545 (2002)**

This act promotes and supports jobs and upgrades skill standards training for labour through educational institutes or the government's occupational centre. (Ministry of Labour, 2009). This law relates to the two labour rights concepts of respecting fundamental human rights, and labour market and social policies.

- **Labour Relation Act B.E. 2518 (1975)**

This regulation relates two labour rights concepts: respect for fundamental human rights and industrial relations, and concern with the relationship between employers and employees, including setting labour association and labour unions and employer association/unions to protect their interests. The objectives of this act are creating a good relationship and peaceful atmosphere in industry (Ministry of Labour, 2009).

- **Social Security Act B.E. 2533 (1980)**

This law requires a contribution paid from employers, employees and the government for use in providing welfare in respect of injury, sickness or death, or maternity or unemployment which is non-work related (Ministry of Labour, 2009). This law concerns three labour rights concepts – respect for fundamental human rights, employment security, and labour market and social policies.

- **Workmen's Compensation Act B.E. 2537 (1994)**

This law requires a contribution paid from employers for use in providing welfare in respect of injury or sickness or death, or work-related disability, to receive medical expenses, compensatory income for incapacitated periods, and funeral or rehabilitation expenses (Ministry of Labour, 2009). This relates to four labour rights concepts; respect for fundamental human rights, protection of wages, employment security, and working conditions.

- **State Enterprise Labour Relations Act B.E. 2543 (2000)**

This law concerns the welfare and labour relations standards of state enterprise labour. This law has a specific committee to establish welfare standards and create a good relationship between state enterprise agencies and the state enterprise management team, and to establish a peaceful working atmosphere (Ministry of Labour, 2009). The law relates to all six labour rights – which are respect for fundamental human rights, protection of wages, employment security, working conditions, labour market and social policies and industrial relations, but is used only with state enterprise companies.

- **Alien Employment Act B.E. 2521 (1978)**

This act has used to control alien employment and explain the procedure of work permits. Moreover, this act is concerning the minimum standard practices of alien employees through working hour limitations, overtime compensation and minimum wage, weekly, traditional and annual holiday limitations, sick leave, protection against sexual harassment, social security protection and enforcement (ILO, 2013; Ministry of Labour, 2009). This law also relates to all six labour rights – respect for fundamental human rights, protection of wages, employment security, working conditions, labour market and social policies and industrial relations, but is used only with alien employees.